

The Highland Council

Education, Children and Adult Services Committee 11 November 2015

Agenda Item	13.
Report No	ECAS 101/15

Janitorial Services

Report by Director of Care and Learning

Summary

This report outlines principles for the introduction of a new Janitorial Service to replace both the current Facilities Management Service and school-managed Janitors.

1 Background

- 1.1 The scope for a Review of the current Facilities Management Service was agreed at ECAS Committee in January 2015. The Review reported its main findings to ECAS Committee in May 2015. Since May the review team has been developing proposals for the future of the service.
- 1.2 There has been considerable engagement with Head Teachers, Elected Members and other stakeholders since the summer. Discussions on the review have become closely aligned with a separate review on future school management structure, as reported to ECAS Committee on 8 October. The 'FM Review' has therefore become part of a broader discussion about the appropriate support arrangements that are required in schools and to allow Head Teachers to focus on managing learning and teaching.
- 1.3 The proposals coming forward from the Review represent a fundamental change in the delivery and organisation of the service to schools, in response to user feedback and consultation responses. As previously stated to Members, the proposals aim to deliver the best of the both former Janitorial model and Facilities Management service.
- 1.4 The purpose of this report is to agree overarching principles for a new Janitorial Service model to apply across Highland Primary Schools and replace the existing FM and School Janitor service. While the level of budget resources to support this new service are not yet agreed, and may not be resolved until February when the Council agrees its budget, the purpose of this report is to agree the strategic model for the new Janitorial Service, and bring clarity to all staff and stakeholders.

2 Strategic Principles

- 2.1 This section outlines principles, designed to address the key issues raised by stakeholders during the Review, which underpin the new Janitorial service.
- 2.2 **Janitorial Services are provided to all Highland primary schools**
 - 2.2.1 It is proposed that each primary school in Highland (except for PPP schools) is covered by this new service, and allocated a named member of Janitorial

Services staff. The allocation to each school is determined by the school roll (which offers a simple and transparent indicator of demand). Due to the varying size of Highland schools, an individual member of staff may cover more than one school.

- 2.2.2 Secondary schools, other than the exceptions noted in Section 3.4, will **not** be covered by the new Service at this time, and will instead continue to operate with their existing Janitors who will continue to report to the Head Teacher. In the longer term this position will be reviewed, with a further decision from Committee sought before any rollout to the remaining secondary schools.
- 2.2.3 The allocation of a named individual member of Janitorial Services staff who regularly attends each school will improve accountability and communications and strengthen relationships with school staff, pupils and Maintenance Officers. Under these proposals the **43** schools that have no provision and a further **70** that received a peripatetic service or shared with a neighbouring school, will get a weekly allocation of Janitorial support, representing a significant enhancement and support to the RPO (responsible premises officer).
- 2.2.4 While the allocation model will be based around individual schools, opportunities will be sought to maximise flexibility across clusters of schools. Meetings will be held before local implementation to give Head Teachers, Elected Members and Janitorial Services staff the opportunity to discuss the most appropriate local solutions within the strategic principles outlined in this report.

2.3 **Line Management and Supervision**

- 2.3.1 Unlike Janitors, who are managed individually by Head Teachers, Janitorial Services staff will be supervised by a team of 8 Team Leaders who coordinate the staff in their areas and manage performance and quality of service. The 8 Team Leaders will report into the current Catering, Cleaning and Facility Services management team.
- 2.3.2 This line management arrangement allows Head Teachers to focus on the management of learning and teaching, and concentrates expertise and technical capacity within the Janitorial Services team. The arrangement also ensures legislation and Council policy are adhered to, ensures a consistent service across Highland and provides a key contact for Head Teachers and colleagues in Community Services, Development and Infrastructure and Care and Learning Estates team who have a range of responsibilities with regards to safety, maintenance and development of school buildings and their environs.
- 2.3.3 Despite the proposals now covering 187 schools (compared to 94 currently covered by FM), the structure described above represents only an addition of 1 Team Leader post compared to the current FM structure. The model also means on average that each Team Leader would have responsibility for 23 schools, with actual staff numbers depending on the levels of local recruitment into part-time roles.

2.4 **Support for Effective Building Management**

- 2.4.1 A priority for the Janitorial Service is to support the Head Teacher as Responsible Premises Officer (RPO). RPO is a key role fulfilled by a senior member of staff in all Council buildings ensuring that premises are effectively managed and safe for

users. Janitorial Services staff will assist the RPO by performing tasks that support that responsibility, for example performing regular building and equipment checks (such as the weekly fire alarm test) and raising maintenance requests. This will enable the Head Teacher to focus on managing learning and teaching in the school.

2.5 Customer focus and local flexibility

2.5.1 A key role of the Team Leader is to ensure that the service is customer focussed, with the need of the school being the priority for each member of staff. Janitorial Services staff will receive a staff handbook as well as training and regular updates in customer care. Local flexibility will ensure that the specific requirements of schools are met. Having one member of staff regularly attending each school will underpin this, but there will also be a role for the Team Leader ensuring that schools' needs are met whilst ensuring that staff are adequately equipped and trained for required tasks. Likewise Team Leaders will coordinate staff and resources to ensure that emergencies are dealt with and larger tasks and holiday work programmes are implemented.

2.6 Staff deployment and maximising productive time

2.6.1 Key messages which have emerged from the Review which have shaped the new proposed service relate to the need to consider local employment opportunities where possible, after taking account of existing staff in post, which will limit the need for staff travel (and the associated costs), and will avoid or minimise any negative impacts on staff working hours and pay.

2.6.2 Ultimately, each of the above principles will be closely related to the level of resources available to support the new service, with greater resources giving more scope to deliver on these key principles. These points will be discussed in detail at a local level, as part of implementation discussions, once budgets are known.

3. Implementation

3.1 This section outlines the outstanding issues to be resolved before implementation of the School Janitorial Service.

3.2 Allocation of Staff

3.2.1 As outlined above it is proposed that Janitorial services staff are allocated according to the school roll. This reflects the method to allocate other resources to schools in the Devolved Schools Management (DSM) Manual and offers a simple and transparent method of doing so. The allocation model will guarantee a minimum provision (for example 3.5 hours per week) to all schools which is sufficient to carry out required building checks and carry out a small number of duties according to each school's requirements. Above that the allocation will rise in increments to full time provision for the largest schools. Several models have been devised and costed, but the final design will depend on the level of resources available to complete the roll out of Janitorial Services, with confirmation expected as part of the Council's budget decisions in February 2016.

3.2.2 To give an indication of potential scenarios, table 1 below outlines the impact of different options on schools. The main difference between the options are the

points at which additional staff hours are allocated to each school – for example under Option 1 a school with roll 200 would be allocated a full time janitor, whereas under Option 3 a full time Janitor would be allocated to schools with a roll greater than 300. While the final design of Janitorial Services is dependent on the resources allocated, these figures indicate the likely impact of the introduction of the service. As can be seen, the new model, subject to resources approved, gives scope to provide the vast majority of schools with an increased or stable level of janitorial staffing compared to the present.

Table 1: Impact of selected allocation models on Schools

Status compared with current FM service/Janitorial provision:	No. of schools		
	Option 1	Option 2	Option 3
Equal or Increased	134	123	112
Decreased by less than 2 hrs per Janitor	14	18	22
Decreased by more than 2 hrs per Janitor	26	33	40
New and closed schools (i.e. where comparison is not possible.)	13	13	13
Total No. of schools	187	187	187

Note: Excludes 13 secondary schools outwith current proposals (see 3.4)

3.3 Phased approach

3.3.1 These proposals will be implemented firstly in current FM areas then extended to all Highland primary schools (except PPP schools). The proposals will not be extended to secondary schools at this stage, other than the following exceptions:

- (1) Secondary schools currently covered by FM would be covered by the Janitorial Services model. These are typically 3-18 Campus schools or co-located facilities, currently sharing FM across primary and secondary, and where it would be impractical to revert to two different service models in the one location. This includes Dornoch, Golspie, Kinlochbervie, Ullapool and Gairloch.
- (2) Secondary schools where plans had been in place for the rollout of FM, for the same reasons as in (1) above, and where the agreement of the HT is in place for the rollout of the Janitorial Services model. Potential schools include Plockton, Mallaig, Kilchuimen, Farr and Wick.

3.3.2 Once this is completed, consideration will be given to a subsequent phase involving the remaining secondary schools based on school-by-school consultation to understand the particular needs of each school. This would only be progressed following a further decision by this Committee and once the rollout to Primary has bedded in and been reviewed. The school by school review for Secondary could be undertaken alongside High Life Highland work on community lets which aims to improve the service and reduce duplication. In the interim, and pending the outcome of the Lets Review, Janitorial Services will continue to provide Caretaker Stewards to service community lets.

3.4 **Local consultation**

- 3.4.1 Before any rollout of the new service, there will be local consultation with Head Teachers and local Members to ensure that any required flexibility is built into the system, and that any major requirements not covered by staff allocations are identified and resolved. It may be possible to reconfigure the allocation within school clusters by sharing resources. This will also ensure that any key issues are built into the requirements for the post, for example traffic management.

4 **Consultation**

- 4.1 Initial discussions have been held with staff, Head Teachers representatives and Trade Unions. Although it has not been possible to discuss the full details of the implementation of the new Janitorial service, pending decision on the allocation of resources, stakeholders have been consulted on the principles outlined in this report. Further consultation will be required once detailed proposals for implementation are drawn up following the allocation of resources to the Janitorial Service.

5 **Implications**

5.1 **Resources**

- 5.1.1 The current budget (2014/15) for in scope schools amounts to £2,193,967, determined by transferring the costs of Janitorial wages and overtime from schools as the model rolls out.
- 5.1.2 The Janitorial Services model described within this report will deliver a service across Highland Primary schools, educational establishments and a limited number of Secondary schools, extending the level of service to some 113 schools which previously had no service, or only a limited peripatetic or shared service.
- 5.1.3 As a result, the models developed by officers identify a range of cost pressures required to implement the model, with officers' assessment of the scenario which is most balanced in terms of cost and service impact, being c. £400k of additional funding.
- 5.1.4 While options have been explored to reduce the cost pressure, or even deliver within existing budget, the implications are significant in terms of undermining the ability to deliver a consistent service to all schools, and potential implications for staff working hours and pay. To date Elected Member feedback has indicated these implications are not acceptable, and therefore the proposed service would require additional budget resources.
- 5.1.5 As described earlier, no decision is sought at this time in relation to resources, on the understanding this will be considered as part of the Council's budget process for 2016/17.
- 5.2 **Legal:** The roll out of Janitorial Services across Highland will ensure that all schools are compliant with relevant legislation, including Health and Safety. Any actions arising from the proposals in this report will be implemented in accordance with the relevant legislation.

- 5.3 **Equalities:** The principles outlined within this paper will deliver an equitable service to all schools within scope, addressing gaps in provision at present and delivering to 43 schools who at present receive no service. Any actions arising from the proposals in this report will be implemented in line with relevant Council policies including the Council's Equal Opportunities Policy to ensure compliance with equalities legislation.
- 5.4 **Climate Change/Carbon Clever:** The universal implementation of the new janitorial services model across all schools will contribute towards the achievement of the climate change agenda, for example waste management, energy efficiency and supporting inspection and maintenance contracts within schools. Allocating staff to schools and local recruitment will reduce the amount of work related travel.
- 5.5 **Gaelic:** There are no Gaelic implications arising from the proposals in this report.
- 5.6 **Rural:** The proposals aim to address an existing imbalance in the provision of FM/Janitorial support between schools in the main towns and Inner Moray Firth and schools in rural parts of Highland which tend to be smaller, and many of which receive no FM/Janitorial provision at present.
- 5.7 **Risk:** The implementation of Janitorial Services in all Highland schools contributes to the Council's risk management by ensuring that the regular checks are made to ensure the buildings are compliant and safe for users.

6. Recommendations

- 6.1 Members are asked to consider this report and:-
- a) Agree the principles for the future of Janitorial Services as outlined in this report.
 - b) Note that the decision on resources will be as part of the budget setting process in February 2016.
 - c) Note that implementation of Janitorial Services will only take place once that budget decision has been made, and following local discussions with elected members, head teachers and janitorial services staff.

Designation: Director of Care and Learning

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Background Papers: ECAS May 2015: Facilities Management Review – Update
http://www.highland.gov.uk/download/meetings/id/68145/item_12_facilities_management_review_-_update