

Appendix 4 – Responses to Consultation – based on 90 responses

1. EXECUTIVE SUMMARY

1.1. Response to the consultation

- A total of 90 responses were received.
- Of these, 85 were from schools and 5 came from the Steering Group of the Parent Carer Forum
- This meant the majority of responses (92%) came from representatives from schools, whilst the remaining 8% came from the Steering Group of the Parent Carer Forum.

1.2. Summary of key findings

- There was broad agreement with all four of the strategic objectives – with even the least popular objective being given a ‘strongly agree’ or ‘agree’ rating by more than three-fifths (62.5%) of all respondents to the survey. Schools and the Steering Group of the Parent Carer Forum most strongly agreed with the strategic objective to deliver the best education outcomes.
- There was slightly stronger support from schools for Option 2 (transfer the service into a LACC) with 46% (37 schools) preferring this option compared to 42% (34 schools) preferring option 1 (transfer the service in house).
- All respondents (100%, 5 respondents) from the Steering Group of the Parent Carer Forum preferred option 2 (transfer the service into a LACC) with no respondents preferring the in-house option.
- Almost all respondents (97%) believed there should be school representatives on a partnership board or consultative forum.
- Taken as a whole, more than two-thirds of respondents (68%) agreed that if the contract is transferred to a LACC, the current contractual terms should be extended to March 2026 to provide stability for the service. Amongst the Steering Group of the Parent Carer Forum, this was a unanimous 100% in favour of extension, whilst amongst schools it was 76% in favour of extension, versus 24% against.

2.1 Method

A report was submitted to the council's Policy and Resources Committee on 17th June 2020, setting out the current situation and giving authority to the Executive Director for Children and Young People to make a decision on the future arrangements for the current contract and, if this decision involved terminating the current contract earlier, considering what options were appropriate for future delivery of the services. This report was confidential due to the negotiations between the council and Mott MacDonald being ongoing.

Schools and the Steering Group of the Parent-Carer Forum were consulted on a number of proposed options, in case a decision was made to terminate the contract between the council and Mott MacDonald. The timescale was limited to ensure that any future decisions fit into the school year. Consultation was open between 18th June and 3rd July.

This report reflects the result of that consultation.

2.2 Questionnaire design

The consultation comprised of a questionnaire developed in Survey Monkey, which was published as an online link. It was sent confidentially to Head Teachers, chairs of School Governors and the Steering Group of the Parent Carer Forum. In particular the questionnaire asked for responses on;

- Extent that respondents agreed or disagreed with the strategic objectives for the future delivery model for the Education and Skills Service;
- Preferred option for delivery of the Education and Skills Service;
- Level of involvement respondents believe schools should have in the future delivery of the Education and Skills Service; and
- If the contract is transferred to a LACC, whether the current contractual terms should be extended to March 2026 to provide stability for the Service

Those identifying themselves as representing the Steering Group of the Parent Carer Forum were routed past questions 2, 3, 4 and 5.

2.3 Response to the consultation

- A total of 90 online questionnaires were completed, with 85 coming from representatives of schools (e.g. head teachers, chairs of governors, etc.) and 5 from the Steering Group of the Parent Carer Forum.

The report below provides the detailed analysis from the results of each of the questions asked.

1 What type of respondent are you?

Of the 63 respondents who answered this question:

Represented a school	94.44%	85
Were a member of the Steering Group of the Parent Carer Forum	5.56%	5
	Answered	90
	Skipped	0

2 What is the name of your school?

Amongst the 85 respondents who answered this question, the following schools were represented

Akiva
All Saints N20
All Saints NW2
Barnfield
Beis Yaakov Primary School
Bell Lane Primary School
BEYA : Three Nursery Schools
Broadfields
Brookhill Nursery School
Brookland Infant and Nursery School
Brookland Junior
Brunswick Park
Chalgrove Primary
Christ Church CE School
Christ's College Finchley

Claremont / Childs Hill
Colindale
Coppetts Wood Primary School
Cophall School
Courtland
Cromer Road primary School
Dangrove
Deansbrook Infant School
Dollis Primary
East Barnet School
Edgware Primary School
Etz Chaim Jewish Primary School
Fairway
Finchley Catholic High School
Foulds
Friern Barnet School
Garden Suburb Infants
Grasvenor Avenue Infant School
Hasmonean MAT
Hendon School
Hollickwood
Holly Park School
IJDS
JCoSS
Kisharon School - Special
Livingstone Primary and Nursery School
Mapledown
Martin Primary School
Menorah Foundation School
Menorah Primary School

Mill Hill County High School
MMK
Monken Hadley
Monkfrith School
Moss Hall Nursery School
Noam Primary School
Northgate School
Northside
Oakleigh School
Osidge
Queen Elizabeth's Girls' School
Queenswell Infant School
Queenswell Junior School
Rosh Pinah
Sacred Heart
Saracens High School
St Agnes Catholic Primary
St Andrew the Apostle Greek Orthodox Secondary school
St Catherine's Catholic Primary
St John's CE Primary School
St Joseph's
St Mary's N3
St Michael's Catholic Grammar School
St Paul's N11
St Paul's NW7
Sunnyfields
The Annunciation Catholic Junior School
The Henrietta Barnett School
The Hyde School
The Pavilion

Trent CE Primary School
Trent CE Primary School
Watling Park
Wessex Gardens Primary
Whitefield School
Whitings Hill School
Woodcroft Primary
Wren Academy
UNIDENTIFIED (x2)

Those who were identified as representing the Steering Group of the Parent Care Forum were routed past this question.

3. **What type of school are you?**

Of the 85 respondents who answered this question:

Nursery school	5.88%	5
Primary school (including infant and junior schools)	69.41%	59
Secondary school	17.65%	15
All-through school	2.35%	2
Primary special school	1.18%	1
Secondary special school	2.35%	2
Pupil Referral Unit	1.18%	1
Answered		85
Skipped		0

Those who identified as representing the Steering Group of the Parent Carer Forum were routed past this question

4. **How are you responding?**

Of the 85 respondents who answered this question:

Jointly as a headteacher and chair of governors	88.24%	75
Individually as a headteacher	9.41%	8
Individually as a governor	2.35%	2
Answered		85
Skipped		0

Those who identified as representing the Steering Group of the Parent Carer Forum were routed past this question

5. This question followed on from question 4. It invited respondents to highlight if they were responding individually, and if they were, to give their reasons for this. 9 respondents elected to give reasons:

- In two cases, busy time with time constraints
- In one case, the chair of governors had recently passed away;
- In one case the chair of governors was busy;
- In one case, the school didn't have a governing body as part of a Trust;
- In two cases there was a difference in opinion between the head, chair and/or governors; and
- In one case it was felt that current work arrangements had not allowed for consultation to take place
- One respondent marked their comment as N/A.

6. **To what extent do you agree or disagree with the strategic objectives for the future delivery model for the Education & Skills Service?**

Respondents were invited to tick one option on each row. Of the 89 respondents who answered this question:

School Responses	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Don't Know/Not Sure
To deliver the best possible education outcomes	85.71% 72	13.10% 11			1.19% 1	
To deliver financial savings	32.14% 27	28.57% 24	28.57% 24	3.57% 3	5.95% 5	
To maintain good relationships with schools	77.38% 65	20.23% 17	1.19% 1		1.19% 1	
To minimise disruption to the service through the implementation of one of the options indicated above	64.29% 54	28.57% 24	4.76% 4		1.19% 1	1.19% 1
Answered	84					
Skipped	1					

With respect to schools who responded, there was strong agreement from respondents who answered this question that delivery of the best possible education outcomes was the most important strategic objective for the delivery model, with 98.81% of the 84 respondents who opted to answer this question either strongly agreeing (85.71% / 72) or agreeing (13.10% / 11) with this statement.

There was a similar response rate for maintaining good relationships with schools (97.61%) with 77.38% (65) strongly agreeing and 20.23% (17) agreeing with this statement.

A slightly lower percentage of respondents (92.86%) either agreed or disagreed with the strategic objective of minimising disruption to the service through the implementation of one of the options, with 64.29% (54) strongly agreeing and 28.57% (24) agreeing.

The least favourable objective was to deliver financial savings – with almost just over three-fifths either strongly agreeing (32.14% / 27) or agreeing (28.57% / 24) with this statement.

The summary for the respondees from the Steering Group of the Parent Carer Forum is provided in the table below.

The Steering Group of the Parent Carer Forum Responses	Strongly Agree		Agree		Neither Agree or Disagree	Disagree		Strongly Disagree	Don't Know/Not Sure
To deliver the best possible education outcomes	80.00%	4	20.00%	1					
To deliver financial savings	20.00%	1	60.00%	3		20.00%	1		
To maintain good relationships with schools	60.00%	3	40.00%	2					
To minimise disruption to the service through the implementation of one of the options indicated above	80.00%	4	20.00%	1					
	Answered		5						
	Skipped		0						

7. If you disagree with any of these statements, please give reasons for your answer

This was a free-text box. Of the 89 respondents, nearly 10% (9) chose to leave a statement. These statements are replicated below:

- At this stage we do not know the impact of COVID19 and what is going to be required of schools to meet the challenges of bringing students back to school
- I am not sure that we can deliver the best possible educational outcomes whilst trying to save money.
- Although in the current financial climate funding cuts may be inevitable it should not be a strategic objective to prioritise financial savings above service delivery
- We do not believe that to deliver financial savings should be an objective.
- We feel that it has already been stripped back too much already. We would like you to be more transparent on how the savings are being made and if the money saved is going back into our schools.
- Cost should not be the overriding factor when making decisions
- We have had ten years or more of cost cutting - enough
- Any further cuts in education provision are not supportable
- We do not agree with making financial savings unless they have to be made - as this leads to a detrimental effect on education.

8. **Please choose your preferred option for delivery of the Education & Skills Service**

Respondents were invited to select one option only. Of the 90 respondents who responded to the survey in total, 81 respondents from schools chose to answer this question, whilst all five respondents from the PCF answered.

School Responses

Option 1: Bring the service back in house	41.98%	34
Option 2: Transfer the service into a Local Authority Controlled Company	45.68%	37
No preference	4.94%	4
Don't know/Not sure	7.41%	6
Answered		81
Skipped		4

The Steering Group of the Parent Carer Forum Responses

Option 1: Bring the service back in house	0.00%	0
Option 2: Transfer the service into a Local Authority Controlled Company	100.00%	5
No preference	0.00%	0
Don't know/Not sure	0.00%	0
Answered		5
Skipped		0

9. Respondents to question 8 were then invited to give reasons for their answer if they so wished. Of the 90 that had answered question 8, 62 had opted to leave a comment. As a free text box, these were understandably quite wide-ranging, and below is a reflection of the main themes.

Those in favour of Option 1:

- Smoother transition if you retain and recruit existing staff / work more seamlessly and give better control of the service / LA would have better control and the provision would be Barnet-focused / fastest solution / solution that offers the least disruption to the service

- This is the most straightforward and time effective solution which wouldn't necessarily rule out the possibility of a LACC at a later time / least disruptive solution
- CE was an LA-controlled company that could no longer deliver – why would the next one be any different / outsourcing has not and will not deliver the service we want

Those in favour of Option 2:

- Feel it would deliver best level of service-focused high quality and specialist support / more opportunities to develop a bespoke service
- Work with the council but have a greater degree of flexibility and manoeuvrability so it can maximise opportunities with wider range of partners / LACC has a clearer structure and shorter decision-taking lines / better focus on education / potentially give the service more scope to respond to needs of schools
- Shared ownership and responsibility with schools directly involved in the development and strategic direction / board made up of teachers, Governors, etc, means all views are represented / more flexibility and chance for the Forum to have direct representation on the Board / like the idea of representative Headteachers being part of the Board of Directors
- This has worked well with other local authorities / experienced this approach in a county, and it worked incredibly well

10. **What level of involvement do you believe schools should have in the future delivery of the Education & Skills Service?**

Respondents were invited to select one option on each row. Of the 90 people who filled out the survey, 86 responded to this question, 81 from schools and 5 from the Steering Group of the Parent Carer Forum:

SCHOOL RESPONSES		Strongly Agree		Agree		Neither Agree or Disagree		Disagree		Strongly Disagree		Don't Know/Not Sure	
School representatives on a partnership board or consultative forum		71.60%	58	23.46%	19	1.23%	1					2.47%	2
School representatives on the board of directors (LACC only)		54.32%	44	17.28%	14	6.17%	5	1.23%	1			3.70%	3
		Answered		81									
		Skipped		4									
THE STEERING GROUP OF THE PARENT CARER FORUM RESPONSES		Strongly Agree		Agree		Neither Agree or Disagree		Disagree		Strongly Disagree		Don't Know/Not Sure	
School representatives on a partnership board or consultative forum		80.00%	4	20.00%	1								
School representatives on the board of directors (LACC only)		60.00%	3	20.00%	1								
		Answered		5									
		Skipped		0									

11. Respondents to question 10 were then invited to give reasons for their answer if they disagreed with any of the suggestions for school involvement. Of the 88 that had answered question 10, just 2 had opted to leave a comment, and these are replicated in their entirety below:

- The responsibility of being part of a Board of Directors and will 1 or 2 HT's represent the interests of the schools;
- We feel that there needs to be transparency about which headteachers are on the boards and why they were chosen

12. **Are there any other roles you believe schools should be involved in as part of future delivery of the Education & Skills Service?**

Respondents were invited to tick one box only in the 'yes' or 'no' question. Of the 90 people who responded to the survey, 76 opted to answer this question:

SCHOOL RESPONSES

Yes	33.80%	24
No	66.20%	47
Answered		71
Skipped		14

STEERING GROUP OF THE PARENT CARER FORUM

Yes	20.00%	1
No	80.00%	4
Answered		5
Skipped		0

13. Respondents who had answered 'yes' to question 12, were then invited to leave a comment in a free-text box. Of the 25 who had answered "yes" to question 12, 23 elected to leave a comment. These are replicated in their entirety below:

- Use of school staff to support delivery of training, for example heads being interviewed on the headteacher training courses
- any opportunities for schools to be involved are valued
- Governors involved as well.
- A voice for staff at this level. A role for staff representation specifically in regards to how the schools run and the sort of work places we create. Well being etc
- All sectors should be involved on the partnership board or consultative forum; Early Years , Special , Primary and Secondary and Adult Education
- Not at this point but would like the opportunity to give further thought to this.
- Any roles which have a direct impact on the quality of education schools can provide, Schools should be represented on all relevant boards
- Schools should be represented on all relevant boards
- Presumably, but can't think of any at the moment.
- Schools are currently represented on a variety of bodies overseeing various aspects of the service - these should stay
- Continue to work within committees as is currently in place
- Independent school's representative on the recruitment panel
- I think there should be headteacher representation on all committees and departments that make decisions relating to the education community of children in schools in Barnet.
- Quality assurance.
- Helping to identify training needs.
- SEND (x2)
- Providing a centralised space for managed moves/ in year fair access when Heads can come together and help make the decisions which are right for the child
- Direction of the Education and Skills service.
- Consulted at least annual on emerging needs / priorities
- Better representation of special schools
- Training and Development
- This will become apparent as things progress

14. **Do you agree that if the contract is transferred to a LACC, the current contractual terms should be extended to March 2026 to provide stability for the service?**

Of the 90 people who had responded to the survey, 86 opted to answer this 'yes' or 'no' question – 81 from schools and 5 from the Steering Group of the Parent Carer Forum:

SCHOOL RESPONSES

Yes	74.07%	60
No	25.93%	21
Answered		81
Skipped		4

STEERING GROUP OF THE PARENT CARER FORUM

Yes	100.00%	5
No	0.00%	0
Answered		5
Skipped		0

15. Respondents who had answered 'no' to question 20 were then invited to give reasons for their answer. 23 responses were received. Responses have been collated into a collection of themes, and these are highlighted below:

- The LACC would need to prove itself in the next 2.5 years before any contract renewal
- You would be stuck for 6 years ... is this a three-year option
- We do not think the LACC option is the right option at this time / should be considering an in-house only model at this time / now is not the time to debate a company

- Should be reviewed first before extending to 2026
- Only if there is a break clause to accommodate under-performance

16. **Are there any other comments you wish to make?**

Of the 90 people who had responded to the survey, 20 opted to provide additional comments. Four of these simply wrote 'no', meaning that there were 16 substantive responses. These substantive answers are replicated in full below.

- Option 1 is the best option in the time-frame that school leaders have been given. We still have reservations that this model will not deliver the intended because this has been rushed through. We need to deliver Option 1 as a means of giving school leaders and the council enough time to bring forward other options that are available to the school. We need to be involved in what will be happening with Option 1 and how leaders will be involved in decision making. At Bell Lane we are looking for collaboration between schools in Barnet so that no school is left behind.
- Please protect pensions and terms and conditions of employees
- The selection process for headteachers to join the boards should be open and transparent with potentially application and wider vote.
- We feel that is crucial that this a partnership between headteachers and the service provider.
- Our preferred model for the service would be similar to Herts for Learning. "
- Although we have chosen option 2, we are concerned about the length of time this may take to set up. Is there an interim solution to ensure that services continue with little disruption while the company is being organised?
- "The current model works well because it is wholly focused on education and the schools, through the representation on the strategic partnership boards, are key stakeholders. We are involved in decision making and feel consulted. Speaking as a HT, I trust the leadership. Schools must be involved in any future model - this is crucial.
- The council controlled model looks precarious, with current financial situation, but the benefits to the employees regarding the Local Authority Pension Scheme, as well as the fact that VAT would not be paid, would need to be factored in. However, as a joint HT/GB decision, there was a feeling that we don't have enough knowledge to commit to one model."
- Will we provided with the results of the consultation? How much weight will the results of the consultation actually have?
- Happy with the service we get and the people who provide it to us - would very much like it to continue. Thanks.
- This must be a very difficult time for staff - we appreciate the time and thought that has gone into efficiently coping with such a problem
- There was overwhelming consensus that the running of services should return to the council. We also consulted staff. This also appears to be the view of other stakeholder via unions.

- I hope that the option of a LACC will be the model that allows for the most flexibility while retaining accountability and being open to scrutiny
- All our answers are contingent on the quality of the leadership of the LACC.
- As the result of Covid is it the best time to bring in new changes?
- It is very hard to make a recommendation
- Given the rapid changes that have occurred, the school believes that any form of stability is core. Creating a company would take longer than an in house solution and, given the current crisis, speed and stability would be preferable. A LACC can be considered properly over time.
- Whilst understandable, timing is deeply unfortunate for Barnet schools. We would prefer a rapid and smooth transition to in house.
- The board of directors must contain at least 1 person with experience of running a successful company