

EDUCATION MANAGEMENT REVIEW

1.0 SUMMARY

- 1.1 In line with the Council's decision taken in 31 October 2013, the Executive Director of Community Services conducted a series of additional consultation meetings with senior staff to gather opinions on the options put forward in the Education Management Review.
- 1.2 As agreed by the council decision at its October meeting regarding consultation arrangements within the Education Services, this report notes the responses made by consultees and the preferences made on the options outlined in the original review paper and other alternative proposals.

2.0 RECOMMENDATIONS

It is recommended that Council:

- 2.1 Note the outcome of the consultation process
- 2.2 Agree the adoption of model 3b as outlined in the papers considered by Council in September 2013 and noting the financial consequences of that decision
- 2.3 Note the development of a detailed implementation plan following a Council decision in relation to recommendation 2.2 to involve the incoming Head of Education Services if the timetable permits.
- 2.4 Agree the impact of the new management structure be evaluated 2 years after implementation as recommended in the original Education Scotland report.

3.0 DETAIL

- 3.1. The Executive Director of Community Services was asked to carry out a series of additional consultation meetings on the 5 options provided within the Education Management Review paper of 26 September 2013. This consultation followed the detailed consultation programme conducted by the Education Scotland officer who undertook the review programme on behalf of the council in early 2013.
- 3.2. The consultation exercise took place throughout November 2013. Four meeting were held with Primary Head Teachers one with

Secondary Head Teachers plus a separate meeting with the existing Quality Improvement Team members.

- 3.3. In total 62 responses were received from head teachers and early years service. This comprised 47 individual responses from Primary Head Teachers, 1 response from the Principal Officer Early Years, a collective response from 4 primary Head Teachers in the Helensburgh and Lomond area and a collective response from 10 Secondary/ Joint Campus Head Teachers. A further collective response was received from the Quality Improvement Team

3.5 Feedback from the Consultation

- 3.5.1 A total of 51 primary head teacher responses (including the 4 head teachers that submitted a combined group response) were received. One response was received from the early years team. One primary school had a split staff vote between options 3a and 3b with a slight majority in favour of 3a (reflected below) and another noted a difference in opinion between the staff and the head teacher. In addition, there were 41 additional comments made by individual primary head teachers.

- 3.5.2 Of the 52 primary head teachers/ early years responses, 83% were supportive of option 3b (enhanced matrix model) being chosen. Of the remaining Head Teachers, four preferred option 4 (sectoral model) with single votes being made for option 3a (matrix model) and one submission for an alternative option from 4 Head teachers which comprises – Head of Service; Depute Head of Service; Education Psychology Team; Head of Secondary; Head of Early Years/Primary; Communication & Engagement officer; 4 Area Education Managers; 4 EDOs; 1 ESO Gaelic; 1 ESO (CLD & Technologies).

- 3.5.3 In addition to 3b being the preferred model, the submissions noted key factors in their decision and in summary the following were noted:

- The important role of the Education Support Officers (ESO) was highlighted in a number of responses with supportive general statements on the role being made in 7 submissions. Further specific supportive comments were made in relation to the ESO role in the delivery of gaelic education (9 submissions), on IT/ Learning Technologies (7 submissions) and Additional Support Needs/ Behaviour Support (6 submissions).
- Specific supportive comments were made in relation to the Communication and Engagement post included in option 3b in 4 submissions.
- Specific supportive comments for opportunities for school based staff to be seconded in to quality improvement team roles were made in 5 submissions.
- Specific supportive comments were made for the return of pre 5 units to Education in 3 submissions.

- 3.5.4 The members of the current Quality Improvement Team have also contributed a submission following a further consultation meeting held with them. The consensus view was in agreement with the matrix

management model akin to option 3b. The team made a number of comments however that related to this agreement. These included:

- Would be better to delay implementation of the review until the appointment of the Head of Education post following the retirement of the current Head of Service.
- Due to retirements and staff leaving the council the quality improvement team is substantially under capacity in the interim and presents risks of fragility of the service. In the interim and until the management review is implemented this has the potential to produce an underspend in excess of requirement during 2013/14.
- The role of Education Support Officers was viewed as fundamental to the maintenance of operational capacity. The remit for the ESO posts would be similar to that shown in model 3b (gaelic; ICT/ Learning Technologies and ASN/Behaviour Support)
- There was support for the introduction of the Communications and Engagement Officer role as proposed in options 3a and 3b.
- There was support for the retention of a Quality Standards Manager level grade rather than a flat grade for the 3 Education Manager posts and keeping a separate Principal Education Psychologist post.
- Additionally comments were received in relation to administration supports and pension arrangements that will be considered in developing the implementation plan.

3.5.5 The 10 secondary/ joint campus head teachers reviewed the options outlined in the Education Scotland report and submitted a single response confirming they unanimously supported the adoption of Option 3b. The group had previously formulated proposals for an alternative structure during the original consultation process however this had not been submitted prior to Education Scotland's review paper being published. The elements of this structure and additional comments submitted by the group are summarised below:

- A general preference for a dedicated Director of Education (not Director of Community Services with multiple service responsibilities) and for 2 Heads of Service (one Primary and one Secondary). One Head Teacher expressed a preference for a single Head of Service.
- A key concern expressed by all that Secondary Heads should be line managed by the Head of Service and not below that grade to ensure the line manager is suitably qualified and experienced to support and challenge them.
- A preference not to retain the existing Quality Improvement Officer roles – these were held not to support schools as fully as necessary.
- It is desirable to consider the use of secondments (potentially part time) for existing Head Teachers or Deputies in Education Manager posts.
- Strong support for the role of ESO's being partnered with cluster schools and for the ESO role in relation to additional support needs/ behaviour support.

- Support for the proposed integration of the model with the educational psychology team.

3.5.6 In summary, of the responses received from 62 primary and secondary head teachers and early years principal officer, over 85% expressed a preference for option 3b as detailed in the previous paper to council. Around 6% preferred the alternate model suggested by 4 primary head teachers, around 6% preferred option 4 in the original proposal paper submitted to council and a single head teacher indicated a preference for option 3a within that paper. The quality improvement team feedback also indicated support for a model akin to option 3b – noting the additional points made in their submission.

3.5.7 The various submitted comments and suggestions would be considered as part of the implementation phase of the education management review following the decision by council on the final model to be adopted.

4.0 CONCLUSION

4.1 There was a significant majority of support for the adoption of model 3b as outlined in the original proposal papers to council (model graphic reproduced at appendix A). Those supportive of that option indicated that Option 3b would be the most appropriate option to meet the future needs of the Education Service. The Quality Improvement Team submitted a detailed report with a preferred option akin to that of Option 3b but with a post of Education Service Manager who would act as an advisor to and a deputy for the Education Head of Service when necessary.

5.0 IMPLICATIONS

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| 5.1 | Policy | - The report aligns with the education outcomes set into the Single outcome Agreement and the Council's Corporate Plan. |
| 5.2 | Financial | - The financial consequences of the preferred model produce a recurring saving of £53,316. This is lower than the previously budget saving and would require to be addressed in the course of the 2014/15 budget. |
| 5.3 | Legal | - The review needs to be implemented in compliance with all relevant employment legislation. |
| 5.4 | HR | - The proposals within this paper have a direct impact on staffing within community services. The implementation would be the subject of formal consultation and discussion with the relevant trade unions. |
| 5.5 | Equalities | - None. |

- 5.6 Risk
 - There are a number of implementation risks associated with the review and these will kept under review during the implementation phase.
- 5.7 Customer Service
 - These proposals seek to improve the quality improvement service provided by the Council which ultimately impact on learners and their families throughout Argyll and Bute.

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For further information contact:
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