
EDUCATION MANAGEMENT STRUCTURE

1.0 EXECUTIVE SUMMARY

- 1.1 Following the decision of the Acting Executive Director of Community Services to retire in April 2018, the purpose of this report is to consider the capacity of the senior management structure of the Education Service to support: a broad range of new legislative duties on education authorities; the expansion of service areas such as early learning and childcare; and to take forward service improvements in line with the action plan developed in conjunction with the inspection of the education functions of Argyll and Bute Council carried out by Education Scotland. Additionally the report invites the Council to establish an Appointments Panel to appoint to the posts of Head of Education.
- 1.2 There has been an imbalance in the scope and scale of remits with a single Head of Education to lead a service comprising 89 schools, 73 early years establishments, youth services, adult learning, educational psychology, quality improvement/ central service, additional support need services and a number of other services. This has been a recognised issue since the introduction of the single Head of Education model in 2010 and has increased in significance given the scale and pace of change in education in recent years and going forward.
- 1.3 Following the appointments of the former Executive Director of Community Services to the post of Chief Executive in May 2016, acting up arrangements were established on an interim basis to fill the post and the post of Head of Education. Over the next couple of years there will be an unprecedented level of change in the delivery of education services arising from the new Education Act, the Government's Education Delivery Plan and National Improvement Framework and the anticipated expansion of early learning and childcare to 1140 hours per annum. This will require strong, consistent leadership of the Council's largest service area.
- 1.4 The Scottish Government has also undertaken a review of education governance involving comprehensive national consultation on proposals over the last year. The recommendations arising from this review led to the establishment of Regional Improvement Collaboratives which, as reported to council, positions Argyll and Bute Council within the Northern Alliance territory.
- 1.5 It is recommended that the Council:
 - 1.5.1 Agrees the establishment of two Heads of Education posts (increased from the current single Head of Education post) to provide the necessary strategic management capacity to support a broad range of new

legislative duties on education authorities, the expansion of new statutory service areas and to take forward service improvements in line with the service improvement plan.

- 1.5.2 Agrees that the additional costs associated with the increase in the Head of Education posts be funded from the deletion of the Executive Director of Community Services post.
- 1.5.3 Notes that the Chief Executive will review the strategic management structure of the council over the period 2018-19 having regard to changes in council functions and structure and will bring forward a further report outlining a revised management structure.
- 1.5.4 Establishes an Appointment Panel of 7 Members to appoint to the posts of Head of Education.

EDUCATION MANAGEMENT STRUCTURE

2.0 INTRODUCTION

- 2.1 Following the decision of the Acting Executive Director of Community Services to retire in April 2018, the purpose of this report is to consider the capacity of the senior management structure of the Education Service to support: a broad range of new legislative duties on education authorities; the expansion of service areas such as early learning and childcare; and to take forward service improvements in line with the action plan developed in conjunction with the inspection of the education functions of Argyll and Bute Council carried out by Education Scotland. Additionally the report invites the Council to establish an Appointments Panel to appoint to the posts of Head of Education.

3.0 RECOMMENDATIONS

It is recommended that the Council:

- 3.1 Agrees the establishment of two Heads of Education posts (increased from the current single Head of Education post) to provide the necessary strategic management capacity to support a broad range of new legislative duties on education authorities, the expansion of new statutory service areas and to take forward service improvements in line with the service improvement plan.
- 3.2 Agrees that the additional costs associated with the increase in the Head of Education posts be funded from the deletion of the Executive Director of Community Services post.
- 3.3 Notes that the Chief Executive will review the strategic management structure of the council over the period 2018-19 having regard to changes in council functions and structure and will bring forward a further report outlining a revised management structure.
- 3.4 Establishes an Appointment Panel of 7 Members to appoint to the posts of Head of Education.

4.0 DETAIL

- 4.1 As the Council is aware, Cleland Sneddon was formerly the Executive Director of Community Services before taking up the post of Chief Executive in May 2016.

At the time, Anne Marie Knowles, the Head of Education was appointed into the Executive Director post in an acting capacity. Similarly Anne Paterson, Education Manager was appointed to the post of Head of Education in an acting capacity.

- 4.2 During 2016 the Deputy First Minister announced a national review of educational governance supported by a comprehensive national consultation involving a broad range of stakeholders. The recommendations arising from this review were significant and could have had significant implications for the management and governance of education services by local government. Ultimately the Government joined a joint steering group with representatives of the Convention of Scottish Local Authorities (CoSLA), the Society of Local Authority Chief Executives (SOLACE) and the Association of Directors of Education in Scotland (ADES). The Steering Group produced a proposal that gave effect to the Government's policy intent but which maintained the role of local authorities and their accountability for education services.
- 4.3 The recommendations arising from this review also led to the establishment of Regional Improvement Collaboratives which, as reported to council, positions Argyll and Bute Council within the Northern Alliance territory. The Collaboratives are led by a seconded Improvement Lead and are charged with the development of a Regional Improvement Plan and associated workforce plan for each collaborative territory by the end of January 2018.
- 4.4 The acting up arrangements for the Executive Director of Community Services and the Head of Education posts have remained in place pending clarity on the outcome of the review. Subsequently Mrs Knowles has advised the Council of her intention to retire from public service after 38 years on 5 April 2018.
- 4.5 In terms of the Council's Constitution, the Council has the power to establish a Panel to appoint, on behalf of the Council, the Chief Executive, Executive Directors and Heads of Service.
- 4.6 Community Services, largely comprising the Education Services, is the largest service area within the council in terms of budget, staffing and number of operational establishments. As a result of the decision to progress with the establishment of a Leisure and Cultural Trust, there were changes to the overall remit however the Education Service will remain by far the largest and will retain responsibility for early learning and childcare; primary, secondary and special schools education; youth learning services; adult learning; community development; educational psychology; etc. Areas of the service are also due to expand due to new statutory duties such as the expansion of early learning and childcare to 1140 hours per annum.
- 4.7 There are other substantial changes intimated by the Scottish Government over the next few years which will require strong, consistent leadership. These include addressing the requirements of the new Education Act (currently being consulted on), Developing Scotland's Young Workforce, the Government's Education Delivery Plan and National Improvement Framework and the associated standardised testing of pupils' development.

- 4.8 The Chief Executive has intimated that there are a number of changes to scope and remit of different services arising from national reviews, alternative service delivery methods (e.g. the Leisure and Cultural Trust); shared service arrangements; commissioning and partnerships; etc. which will require a review of the strategic management structure of the council.
- 4.9 A key issue that has been identified however is the imbalance in scope and scale of remits across the strategic management structure and in particular having a single Head of Education to lead a service comprising 89 schools, 73 early years establishments, youth services, adult learning, educational psychology, quality improvement/ central service, additional support need services and a number of other services. This has been a recognised issue since the introduction of the single Head of Education model in 2010 and has increased in significance given the scale and pace of change in education in recent years and going forward. In addition there are a wide range of partnership duties related to integrated children's services and child protection that require input from the Head of Education. Comparison with other education authorities with a similar size of establishment suggest Argyll and Bute is significantly under resourced at strategic management level for education services. The recent inspection of the education functions of Argyll and Bute Council highlighted the need strong leadership of improvement activity. Addressing this issue is a key element of the service improvement plan developed in conjunction with the inspection findings.
- 4.10 The consideration of this issue concludes that there is a need to address these points on imbalance and capacity and it is proposed to create a second Head of Education post. The responsibilities associated with the broad range of service areas noted above will be developed into the respective remits for the two posts prior to recruitment.
- 4.11 Consideration of options to define how these responsibilities are divided has been given with regard to cohesion of the curriculum, the developing changes in education legislation and collaborative work and relevant workload balance. There are positives and negatives in simply selecting a geographic split or a solely thematic split of responsibilities. Previous experience has illustrated the risk of area based models producing inconsistency, duplication and a loss of cohesion across the service. Similarly a fully thematic split with each remit having area wide responsibility for separate parts of the overall service can produce a similar lack of cohesion in the design and delivery of the curriculum, elements of duplication and create barriers to joint working.
- 4.12 To address the above concerns and to exploit the benefits of both approaches, the preferred model provides for thematic leadership with area line management responsibility. Whilst ensuring flexibility in the job descriptions to allow for future remit changes to reflect changes arising from the fast development Education legislation and guidance, the preferred model would be introduced as:

Head of Education (Learning and Teaching)

- Curriculum (2-18)
- Performance, Improvement and Collaboration

- Gaelic Education
- Leadership Development

Head of Education (Lifelong Learning and Support)

- Early Learning and Childcare
- Additional Support Needs
- Youth/Adult/ Developing Scotland Young Workforce
- Educational Psychological Services

The Heads of Education will have line management responsibility for two geographic areas covering clusters in Helensburgh and Lomond; Bute and Cowal; MAKI and OLI. The alignment of areas to postholders will be identified following appointment.

- 4.13 On an interim basis, Education Services will report to the Executive Director of Customer Services who has extensive experience in managing the service when in his previous role of Executive Director of Community Services.

The costs associated with the establishment of the second Head of Education post would be:

2018/19 (full year – assumed 2% pay award 2018/19, inclusive of on costs)

- £97, 220

These costs would be met from deleting the existing post of Executive Director of Community Services which generates a full year saving of £131,693 (inclusive of on costs). The net saving is therefore £34,473 which is proposed to contribute to the Regional Improvement activity undertaken by the Northern Alliance.

- 4.12 It is recommended that, in line with existing practice, panels of 7 Members be appointed to approve the short list, interview the short listed candidates and make an appointment to the posts of Head of Education.

5.0 CONCLUSION

- 5.1 There is an unprecedented level of change anticipated in the delivery of education services over the next few years which will require consistent and strong leadership of the service. Interim management arrangements have been in place since the appointment of the current Chief Executive and need to move forward to a permanent appointment to address these challenges.

6.0 IMPLICATIONS

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| 6.1 Policy | The post is required to ensure that the Council's statutory obligations are met. |
| 6.2 Financial | The net effect of the proposals will produce a net saving of |

£34, 473 which is proposed to be directed to support the council's contribution to the work of the Northern Alliance on regional improvement activities.

6.3 Legal	None
6.4 HR	The Council's recruitment and selection procedures for Chief Officers will be adhered to.
6.5 Equalities	None
6.6 Risk	There are risks to the council highlighted in the inspection report of the education functions of Argyll and Bute Council in relation to the strategic management capacity of the education service and its capacity to lead improvement.
6.7 Customer Service	None

Cleland Sneddon
Chief Executive

Councillor Aileen Morton, Council Leader

10 January 2018

For further information contact: Cleland Sneddon, Chief Executive, Tel 01546 604350