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To: County Council – 21 July 2011

Subject: Senior Management Structure of the Education, Learning and Skills Directorate

Classification: Unrestricted

Summary: This report provides an outline of the proposed senior management structure for the Education, Learning and Skills (ELS) Directorate, which is currently subject to consultation. It seeks delegated responsibility for the approval of the final structure by the Cabinet Member and Corporate Director for ELS following the conclusion of the consultation.

Introduction

1. (1) The Education, Learning and Skills Directorate was formed in April 2011 as result of the Council's 'Change to Keep Succeeding' programme and the need to meet the objectives within 'Bold Steps for Kent'.
- (2) The Council, in establishing a new operating framework for the strategic delivery of public services, recognises that a status quo in the world of education is not an option. Changes in national policy and funding create a series of challenges and opportunities for the Council, schools, colleges and early years providers. In particular, the Academies Act 2010 and the Education Act 2011 present an opportunity for us to fundamentally transform the shape and quality of education provision across the County.
- (3) Our new approach to service delivery cannot be seen in isolation from the significant financial challenges we face. In 2010/11 the Education, Learning and Skills Directorate net budget (excluding the DSG) would have been just under £71m had we identified it separately within the budget of the former Children, Families and Education Directorate. This year the budget is £57m and next year is likely to be approximately £44m, depending on a range of factors including additional savings targets required by Members and the impact of schools converting to become academies.
- (4) These national and local changes together with a backdrop of an increase in commissioning roles for Local Authorities necessitate significant changes to the senior management team of the ELS Directorate. We now need to re-organise the structure to meet this mandate; in particular we must be:-
 - able to meet the new and robust regulatory role;
 - fit for purpose in terms of experience, skills and abilities;
 - effective and efficient, with clear responsibilities line management arrangements and accountabilities.
 - able to meet new challenges and possible changes of direction in the future.

- able to meet performance targets and outputs in a timely and appropriate manner.

Rationale

2. (1) Kent County Council's Bold Steps for Kent set out three clear ambitions:
 1. To help the Kent economy grow.
 2. To put the citizen in control.
 3. To tackle disadvantaged.
- (2) We believe that education, learning and skills are pivotal to these three ambitions and a well-defined strategic relationship between the Council, schools, colleges and other education providers will be central to their delivery. The strategy for building on these three aims within the Education Learning and Skills Directorate is set out in the Bold Steps for Education document, dated April 2011. The document sets out a direction of travel for the new Directorate.
- (3) Central to our strategy is the desire to create the conditions in which learning and teaching can thrive, and where young people's moral and intellectual development, and confidence can flourish. We want every child in Kent to have access to a range of education provision at all ages of their development, to achieve more than they ever thought possible and to have the opportunity to benefit from a broad range of employment pathway options, contributing to the growth and prosperity of the County.
- (4) To achieve our vision the Council will undertake the following key leadership roles:
 - raising standards and tackling underachievement to ensure that parents and children have a choice of high-performing schools;
 - ensuring sufficient provision of a range of types and at all ages;
 - ensuring fair access to that provision, irrespective of educational need, and transport in accordance with policy;
 - championing the needs of the disadvantaged and vulnerable and ensuring that every child receives its education entitlement;
 - conducting impartial assessments of need that are seen to be independent of decisions about funding and placement;
 - facilitating partnerships, networks and collaboration;
 - delegating more, and creating a vehicle for the delivery of high quality support services on a traded basis with schools;
 - developing employment pathways and deepening the skills base of the local economy.

Background

3. (1) The Council agreed a structure in February 2011 which comprised;
 - A Corporate Director of Education Learning and Skills
 - A Director of Standards and Planning

- A Director of School Resources (reporting to the Corporate Director of Finance and Procurement, but with a dotted line relationship with the Corporate Director ELS)

(2) Reporting to the Director of Standards and Planning:

- Head of Standards and School Improvement
- Head of Admissions and Transport
- Head of 14-19
- Three Area Education Officers

(3) Reporting to the Corporate Director:

- Two Heads of Service, titles unspecified, but through an expected rationalisation of:
 - Head of SEN, Assessment and Resources
 - Head of Education Psychology
 - Head of Attendance and Behaviour
 - Head of Learners with Additional Needs

(4) Reporting to the Director of Resources

- Head of Capital and Infrastructure Support

(5) A Business Support manager also reports to the Corporate Director, and an additional post of Senior Education Adviser to the Corporate Director was included until May 2012.

(6) In April, when the new Directorate was established, the Interim Director for ELS agreed with the Leader and Managing Director that the structure submitted to Council in February could be revisited, and alternative proposals submitted to the Council, to ensure that the statutory duties of the Council could be fully and effectively discharged.

(7) To help lay strong foundations for the new Directorate, and to inform the shape of the new structure, a 100 day plan was put in place, focused on 11 work-streams.

(i) Identifying our statutory duties

- (ii) Ensuring that we are delivering existing savings
- (iii) Agreeing the proposals for further delegation to schools
- (iv) Developing a vision and core offer for EduKent
- (v) Developing, consulting and confirm the ELS structure
- (vi) Working with Head teachers to develop the Kent Association of Schools
- (vii) Moving forward with SEN review linking with capital works
- (viii) Establishing the Kent Challenge as a new mechanism for raising standards
- (ix) Developing a strategy and delivery plan for improving outcomes for the disadvantaged and for closing the gap
- (x) Developing an integrated commissioning plan for Early Years, schools and vocational learning delivery

- (xi) Reviewing the Council's approach to 14-19 (24) Learning and Skills provision.
- (8) The work-streams have progressed well, and we have now reached the point where a decision needs to be made on the structure that will need to be in place from September if we are to progress and to ensure that our strategies are delivered and our ambitions met.

Proposed new senior management structure

4. It is proposed that seven senior posts are created. The titles and exact responsibilities of the posts will be subject to consultation, but in summary will encompass the following areas of activity:

Kent Challenge

5. To be the Council's lead officer for promoting high standards of education in all settings and to lead the Kent Challenge.

Education Provision

6. To be the Council's lead officer for ensuring that every child has access to education provision at all ages, and to promote choice and diversity in provision.

*Reporting to this post-holder will be the three **Area Education Officers (AEOs)**. The AEOs will discharge a wide range of functions that go beyond planning of provision; however, statutory intervention in relation to standards transfers to Kent Challenge, and general support to schools will need to be looked at in the context of increased delegation and trading.*

Fair Access

7. To be the Council's lead officer for ensuring that every child is admitted to education settings, either mainstream, special or education other than at school, that fair admissions arrangements are applied, and that appropriate arrangements for transport are made where required

Pupil Entitlement

8. To be the Council's lead officer for ensuring that every child receives their educational entitlement, including ensuring regular attendance, employment licensing, managing exclusions, focusing on particular groups of vulnerable children, and monitoring education other than at school.

Skills and Employability

9. To be the Council's lead officer for the strategy and commissioning of education services for the 14-24 age group, and for the Council's overall strategies in relation to skills and employability.

Assessment

10. To be the Council's lead officer for the educational assessment of children and young people's educational needs and to be the Council's Principal Educational Psychologist.

Pupil Support

11. To lead those services which support individual or groups of pupils, including devolved pupil referral units and provision of alternative education.
12. In addition, the post of Business Support Manager will be retained, and the post of Senior Education Adviser will be reviewed by the new Corporate Director following his arrival in October. The responsibility for Capital and Infrastructure Support will transfer to the Director of Property and Infrastructure Support.
13. It is possible that some of the posts will sit within **EduKent**, which is the new arms-length vehicle being established for trading with schools. Further posts may be created within EduKent depending upon the level of buy-back of traded services by schools. EduKent will be the subject of a separate report to Cabinet in the Autumn following the outcome of the current consultation on further delegation.

Principles

14. An informal consultation commenced on 9th July 2011, following which the formal consultation commenced on 20th July. The consultation is underpinned by a number of principles.
 - The Directorate's policies and procedures will be adhered to in all but exceptional circumstances;
 - Comments, views and suggestions on the proposed structure will be actively sought, considered and implemented if appropriate;
 - Feedback will be given at each stage of the process;
 - Ample opportunity will be given for personal discussions on the individual basis with members of the Human Resources team;
 - Individuals may request voluntary redundancy information;
 - Advice and guidance will be provided throughout the restructure by the Human Resources team and by the Interim Corporate Director, the Interim Director for Planning and Standards, and the Director of Resources;
 - Confidentiality of individuals will be respected throughout the process;
 - The restructure will be carried out in a timely fashion, which is neither hurried nor prolonged, but which brings about the implementation of a new management structure for the beginning of the new academic year 2011.

Procedure Arrangements

15. (1) In line with the Council's Human Resources policies and procedure, this restructure process will aim to:
 - Minimise uncertainty.
 - Ensure fair and consistent treatment.

- Provide detailed information (this document represents the first of these).
 - Give advice to those potentially affected as early as possible.
 - Limit the numbers of compulsory redundancies by seeking suitable alternative work for those at risk of redundancy, both in ELS and across the wider organisation.
 - Consider applications for voluntary redundancy.
 - Make available to staff new job descriptions. Where there is little or no change to the post and job description in the current and proposed structure staff will be offered these posts as suitable alternatives and no interview procedure will be necessary.
 - Where the post does not significantly change, but there are more post holders than posts, diminution will apply.
 - New or changed posts will be available in the first instance to all senior ELS managers within the scope of this restructure via application and through a competitive interview process.
- (2) The general arrangements for the process and the terms and conditions by which the process will be governed are set out in the Council's policies and procedure; further information can be obtained from Human Resources.

Implications

16. (1) Financial Implications: The current budget for the senior management structure is £1.264m. The proposals outlined above are likely to cost £1.07m, leading to a saving of £194k, i.e. over 15%.
- (2) HR implications: any redundancy and early retirement costs arising from the implementation of the new structure following the outcome of the consultation will be managed under normal KCC processes.
- (3) Once appointed, new heads of service will put together further proposals on budget and staffing reductions for the Directorate to ensure that the financial savings outlined in the Medium Term Plan are met .

Consultations

15. (1) This report has been discussed with the ELS Cabinet Member, the Leader of the Council, the Managing Director, Chief Officer colleagues, and ELS Directorate Management Team.
- (2) Trade Unions will receive a copy of this report before the County Council and any views can be relayed to Members at that point, but they have also received a copy of the restructure proposals at the same time as the managers affected.
- (3) The structure is currently subject to formal consultation.

Immediate Actions and Timeline

16. The stages and timescale of the restructure are:-
- Briefing on proposals at DMT on 6th July;

- Informal consultation on proposed structure Saturday 9th July 2011 until Friday 15th July 2011.
- Feedback on representation and any amendments of the proposals 18th and 19th July 2011.
- Job descriptions for new roles, amended to reflect comments made, available 20th July 2011.
- Formal consultation commences 20th July
- 1:1 meetings with Andy Roberts, Lorraine O'Reilly, Keith Abbott and HR to be offered, to meet individual circumstances, commencing 20th July.
- County Council; delegated approval to finalise structure following consultation sought at meeting on 21st July 2011
- Formal consultation closes 31st July 2011
- Interviews for new roles to commence at the beginning of August and to be held over the next four weeks, providing maximum flexibility and being sensitive to the holiday arrangements that staff have;
- New management structure takes effect 5th September 2011.

Conclusion

17. The proposed structure will allow the Council to move forward with confidence as the national education landscape continues to evolve, ensuring that its statutory duties continue to be met in a cost-effective manner.

Recommendations

18. Members of the Council are requested to:

Note the proposed structure for the senior management of the Education, Learning and Skills Directorate and authorise the approval of the final structure by the Lead Member and Corporate Director for ELS, amended as appropriate, following the conclusion of the consultation.

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Background Documents

Change to Keep Succeeding – final proposals: County Council 16 December 2010

Bold Steps for Kent – October 2010

Bold Steps for Education – April 2011