

EDUCATION, LEISURE & LIFELONG LEARNING

REPORT OF THE DIRECTOR OF EDUCATION, LEISURE & LIFELONG LEARNING – A. EVANS

20th July, 2015

SECTION A – MATTER FOR DECISION

WARDS AFFECTED: All

Restructure of ELLL Directorate's Management Structure

1. Purpose of Report

1.1. To seek Members approval for a management restructure within the Education, Leisure and Lifelong Learning Directorate, ensuring that we have appropriate managerial and operational capacity to continue to deliver our current range of services.

2. Background Information

2.1. At Personnel Committee in October 2014, Members approved that delegated authority be given to each Corporate Director, in consultation with the Leader, relevant Cabinet Member and Head of Human Resources, to make the necessary decisions in relation to changes to jobs, organisational structures and/or working practices necessary to facilitate the timely implementation of all service changes agreed by Members. As a result, a significant number of members of staff were allowed to leave under ER/VR agreements.

2.2. In a composite report noted by Members on 13th April 2015, the Directorate reported the deletion of a number of posts from the ELLL structure. This was necessary to achieve the scale of the efficiencies required by the corporate body. The extent of the job losses, many of them senior positions, present a risk to service delivery in the future as a significant amount of experience and service knowledge have been lost to the Directorate.

2.3. Under the combined areas of the ELLL Directorate, 56 employees who were offered VR decided to accept the offer. In total, 74 posts have been deleted from the ELLL Directorate structure. The post holders have left under the VR scheme, or, they have been successfully redeployed to suitable alternative employment within other service areas and directorates and therefore no compulsory redundancies have taken place. A number of these posts included senior managers. This provides the Directorate with an opportunity to merge some managerial areas and to review its

current third tier structure to ensure that leadership and accountability are applied to all areas of delivery.

3. **Proposal**

3.1 The proposed new structure will locate all service areas under co-ordinator management within each head of service's portfolio. The structure will also clarify lines of responsibility and accountability down to fourth tier management across the following six areas of the Directorate - Finance, Education Development, Inclusion, SSIP, Operations and Participation.

For this to be realised it is proposed that two new co-ordinator posts, Operations Co-ordinator (JEID 3528 - see diagram 2) and Participation Co-ordinator (JEID 3527 - see diagram 1) are established. Both posts have been evaluated at grade 13.

To facilitate this it is proposed that the following posts are deleted:

- Coordinator For Sport Culture And Active Living. In accordance with the Management of Change policy and, as agreed with the trade unions, a co-ordinator post will be ringfenced for this postholder to be redeployed into.
- An additional management post will be deleted from either the Participation Coordinator's or the Operation Coordinator's division of the ELLL structure. The actual post will be dependent on the appointee to the second co-ordinator post, whose post will subsequently be deleted.

It is also proposed that the roles of Programme Officer (Teaching and Learning) and Programme Officer (Estates) under the Strategic School Improvement Programme are made permanent (see diagram 5).

Agreement on the proposed new structure will allow co-ordinators, where necessary, to bring forward reports that will enable existing structures to be updated and ensure that all staff roles and responsibilities are clarified.

The proposed management structures can be found in the following diagrams 1-6.

4. **Heads of Service portfolios**

The Directorate has two heads of service, each with distinct, albeit complimentary, portfolios.

4.1 The **Head of Participation** is responsible for leading the Directorate's strategy on reducing the effect of deprivation on pupil and student outcomes and promoting greater and more effective participation in the main strands of the strategy, eg better pre-school preparedness for learning, reduction in NEET numbers, maximise the usage and impact of community resources and promoting family

engagement. This role also includes acting as the Directorate's intelligent client in relation to school improvement services delivered on a hub or regional basis

The **key** areas of responsibility for this post are:

- ERW intelligent client / Data Unit
- Safeguarding
- Flying Start / Childcare and play provision
- 14-19 / Youth Service
- Communities First
- Team Around the Family / Think Families Partnership
- MEAS / Gipsy Traveller Unit / Music Service
- Welsh Language Translation Service
- ACL / WBL / NPT Works
- Margam Park and Orangery
- Leisure and culture strategy
- Home to School Transport / School Catering and Cleaning

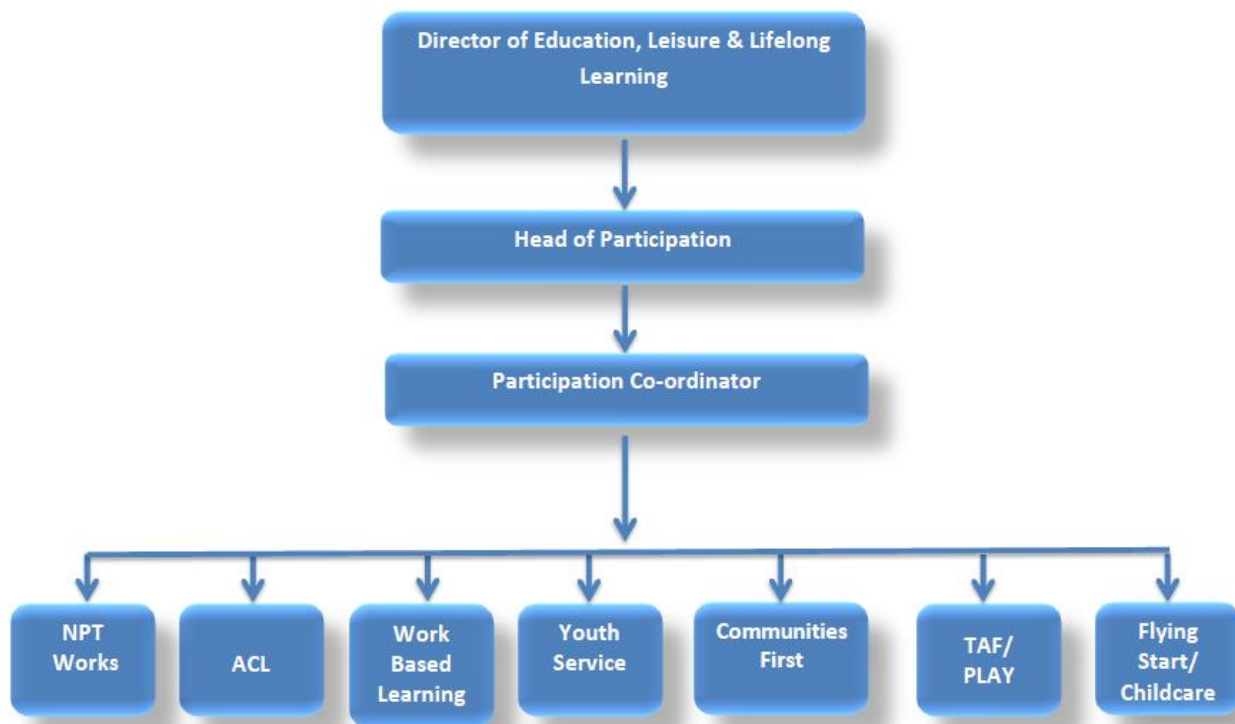
4.2 The **Head of Transformation** is responsible for leading the Directorate's strategy on school reorganisation, including advising on school partnership arrangements, managing learner inclusion and transforming the Directorate's internal operation by securing the most effective and efficient managerial practices.

The **key** areas of responsibility for this post are:

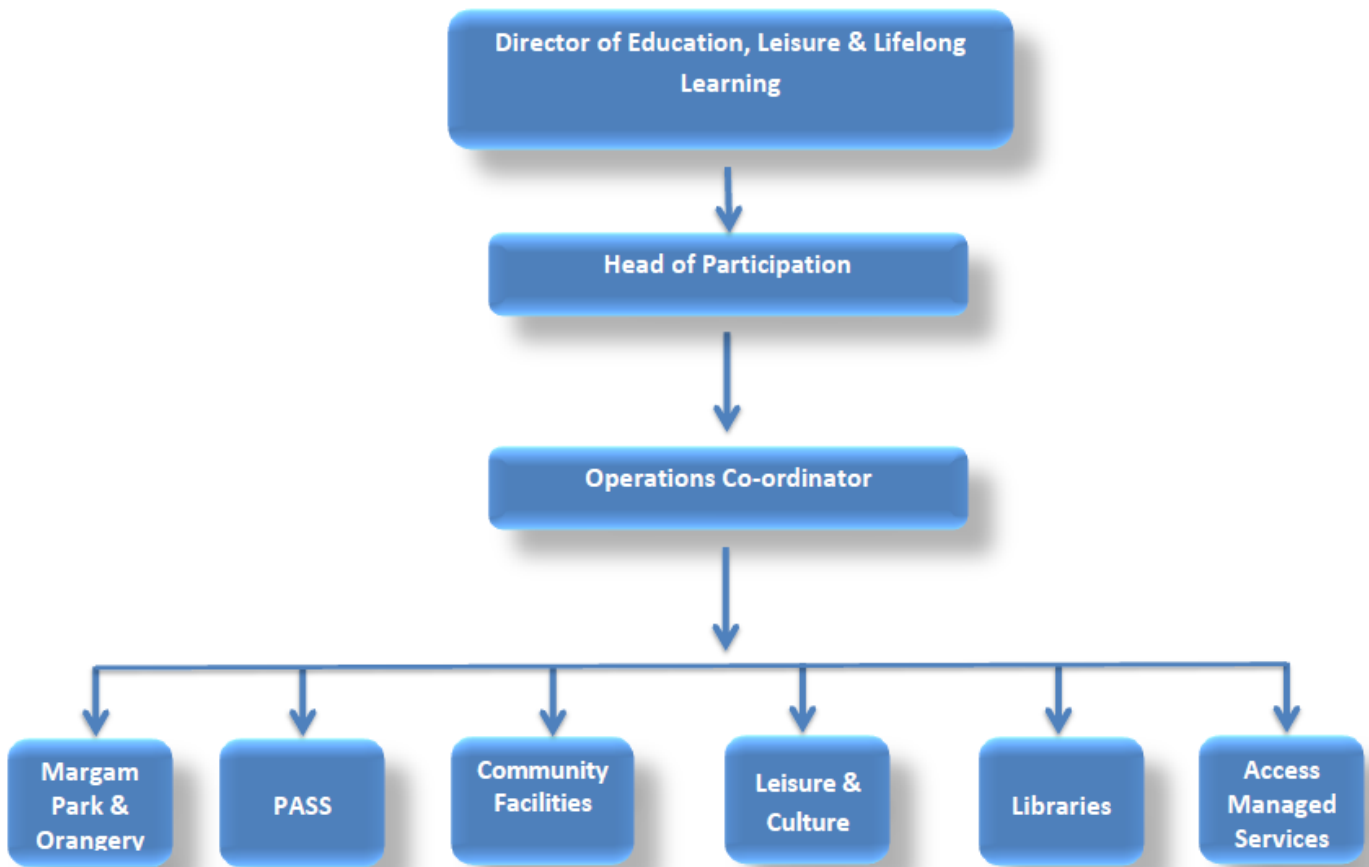
- Inclusion Services, including Support for Learning and Behaviour
- Educational Psychology / School Based Counselling
- Governor support
- School reorganisation - 21st Century schools /school transformation
- Financial support / budget management
- Service commissioning and transformation / Project Development and Funding
- Attendance and Admissions / Education Welfare Service
- School and Family Support Services

4.3 Senior management responsibilities (tiers 1 and 2) will be supported by six co-ordinator roles who will each manage a block of delivery areas, as illustrated in the following organisational structure charts.

Participation Co-ordinator (diagram 1)

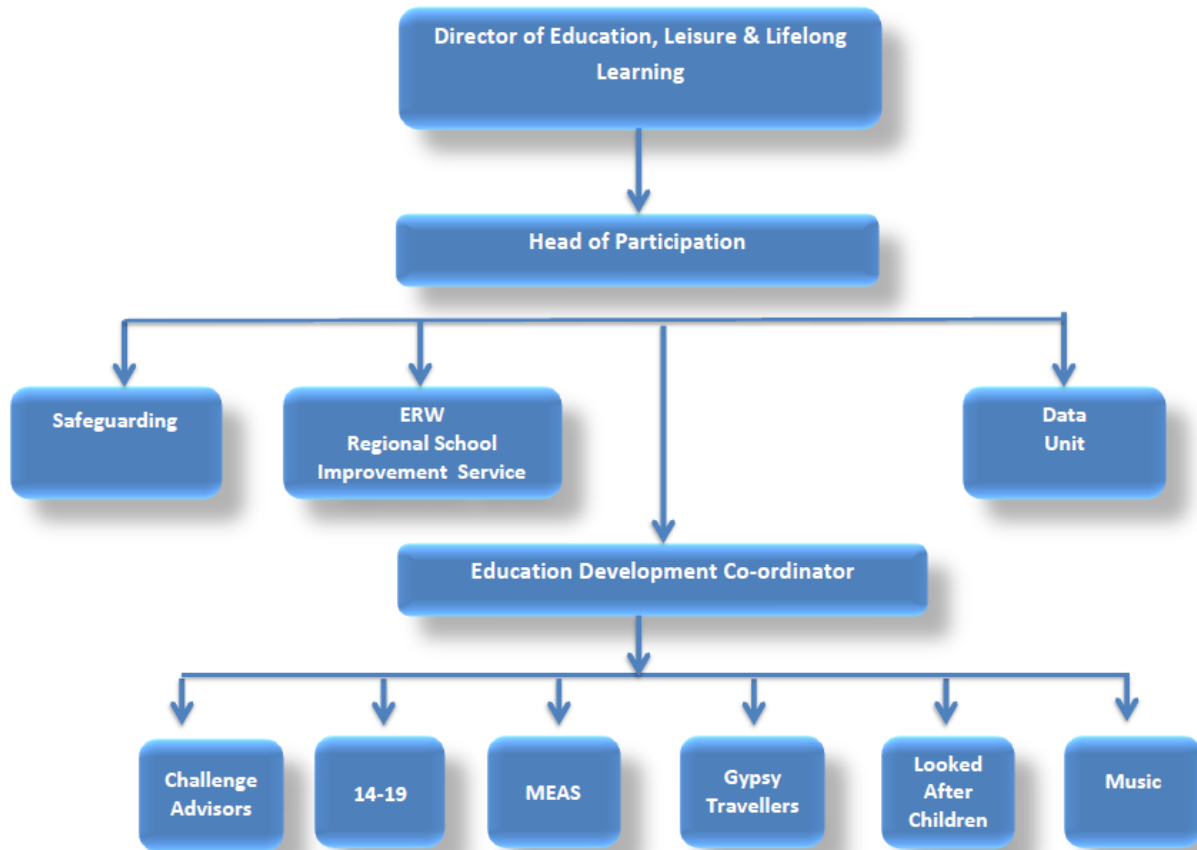


Operations Co-ordinator (diagram 2)

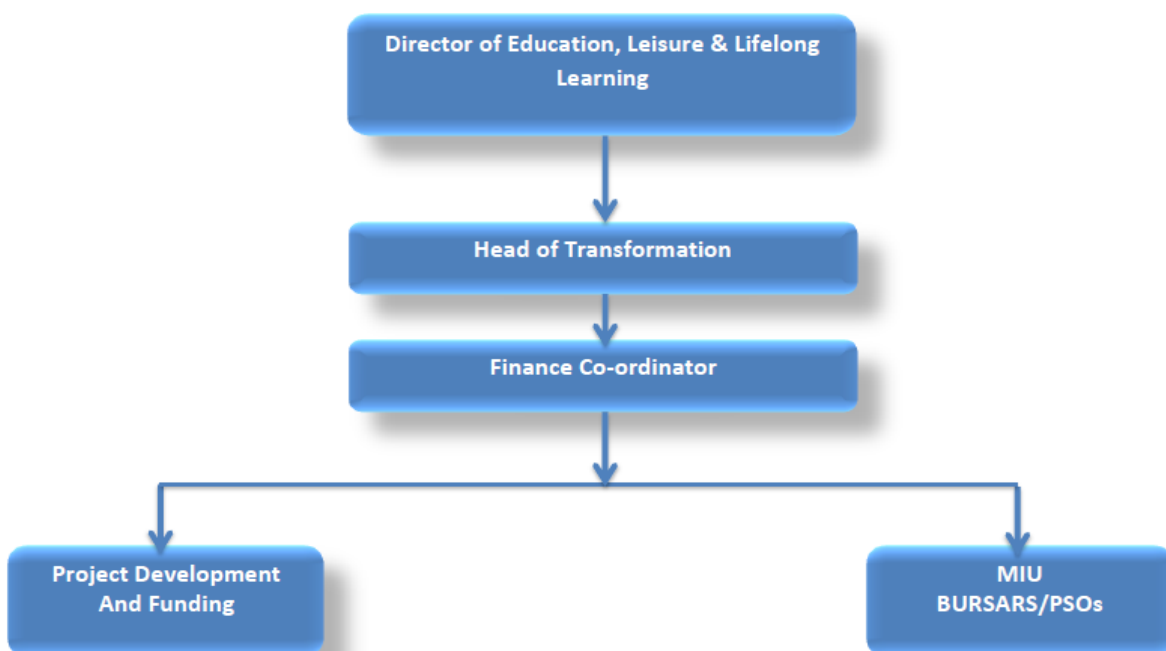


There are no proposed structural or managerial changes in the following areas –

Education Development Co-ordinator (diagram 3)



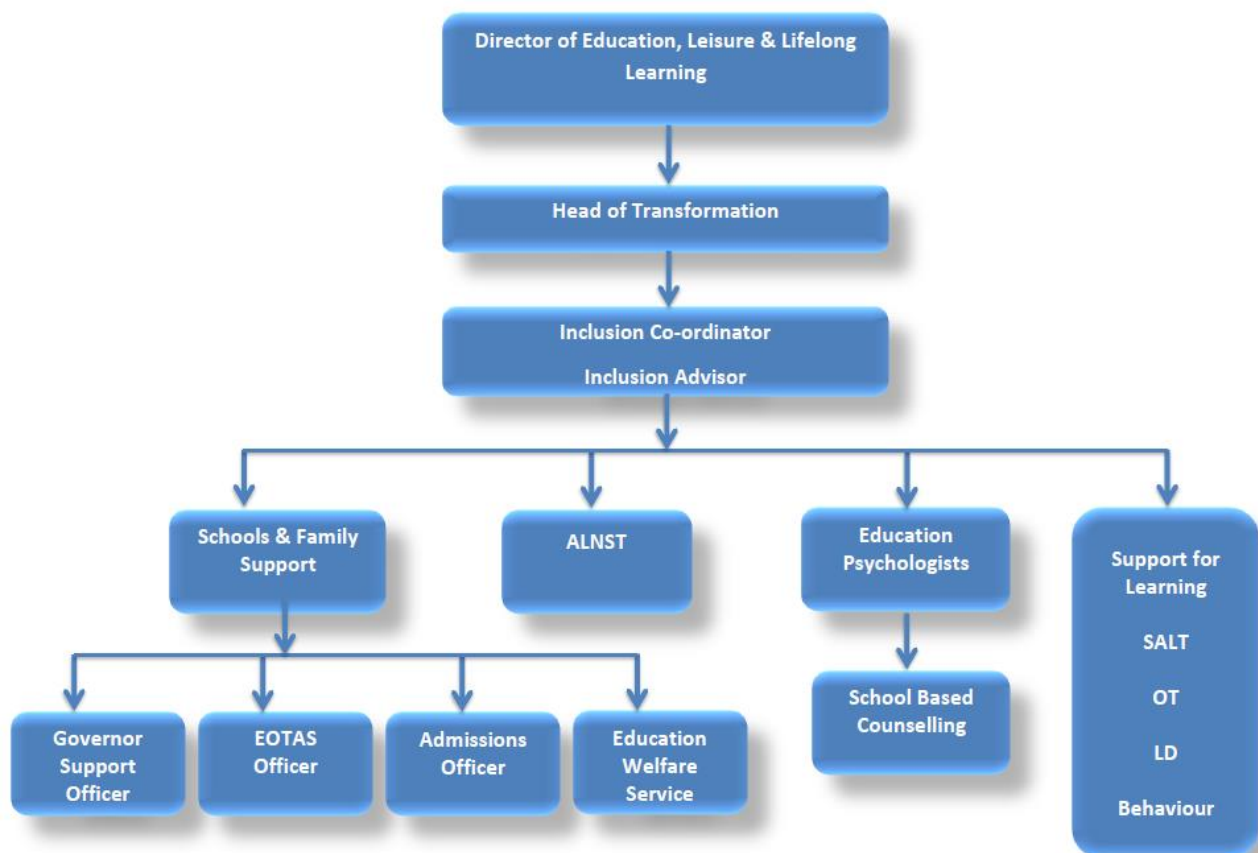
Finance Co-ordinator (Diagram 4)



Strategic School Improvement Programme Co-ordinator (diagram 5)



Inclusion Co-ordinator (diagram 6)



5. Consultation

The Directorate's senior management team undertook formal statutory consultation with staff and trade unions on this proposal for a 30-day period between the 18th May and 17th June 2015.

It was agreed with the trade unions to ring fence the two new co-ordinator posts to the ELLL Directorate managers in the following manner. Firstly, the employee currently occupying the **Co-ordinator For Sport Culture and Active Living** post will be placed at risk as a result of this re-structure and redeployed into a co-ordinator post. Secondly, to receive expressions of interest for remaining co-ordinator post from current managers of service areas within the ELLL structure who have been placed at risk as a result of this re-structure. This successful candidate will continue to manage their current area and in addition act as Co-ordinator for other areas. Following appointment, their substantive post will be deleted from the structure.

The Directorate received 10 written responses to the consultation document.

The nature of these responses fell into three categories:

- Acknowledgement of the need to clarify current structures and line management responsibilities;
- Drawing attention to certain omissions;
- Seeking further clarification in terms of personal circumstances and areas of responsibility and remuneration.

There was no fundamental disagreement with the proposed new structure.

6. Financial Appraisal

The implementation of the proposed structure will entail an additional budget demand of between £3,541 and £13,899 as the opportunity to apply for the new co-ordinator posts has been made available to a range of managers on different grade scales across the directorate. This cost will be borne within existing ELLL guideline for 2015/16. See also appendices 1-3.

7. Recommendation

The recommendation is that members approve the proposed changes to the organisational structure within the Education, Leisure and Lifelong Learning Directorate, ensuring appropriate managerial and operational capacity to continue to deliver the current range of services.

FOR DECISION

8. Background Papers

None

9. Wards Affected

All

10. Officer Contact

For further information on this report item, please contact Aled Evans, Director of Education, Leisure and Lifelong Learning on Ext 3298 or email a.evans@npt.gov.uk.

SET UP COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0

RECURRING COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	88,250	
> Additional cost at Maximum Salary		90,586
Employee Training & Seminars		
Accommodation Running Costs		
Travel & Subsistence (Standby Allowance)		
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		
Total Recurring Costs	88,250	90,586
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Funding from External Agencies		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	88,250	90,586
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	88,250	90,586
Refer to this statement in the report's section on Financial Appraisal.		

POST / POSTHOLDER	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY SCALES		ANNUAL COSTS		
		Current	Proposed	This Year	Maximum	
Operations Co-ordinator	New post 1.0 fte		49-52	45,293	45,293	
Participation Co-ordinator	New post 1.0 fte		49-52	42,957	45,293	
Co-ordinator for Sports, Culture and Active Living	Delete post 1.0 fte	49-52		-45,293	-45,293	
Post to be confirmed dependent on appointee of above posts	Assume Grade 9 1.0 fte	35-39		-30,178	-34,372	
				On costs	1,120	402
				Total	13,899	11,323

