
Report to: Clackmannanshire Council

Date of Meeting: 26th November 2020

Subject: Be the Future: People Directorate - Respond, Redesign and Transformation

Report by: Lorraine Sanda, Strategic Director (People) and Chief Education Officer

1.0 Purpose

- 1.1 The Purpose of this paper is to report on the progress and planning for the People Directorate following the appointment of the Strategic Director People in September 2020. The paper focuses on the activity undertaken so far and the planning underway for response, recovery and redesign within the People Directorate. It compliments the update provided by the Chief Executive on 22 October 2020 to Council and the work underway as part of the Be the Future Programme.

2.0 Recommendations

- 2.1 It is recommended that the People Committee provide comment on and notes:
- a) The background information in relation to the current requirements for Response activity
 - b) The changes to the Interim Structure as a result of recent changes and appointments
 - c) The proposed redesign phases at para 3 (2)

It is recommended that the People Committee agree to:

- d) An update on progress with Redesign to come forward by March 2021.
- e) Seek Council approval for delegated authority to the Strategic Director to appoint an acting Chief Education Officer for a period of three years from the existing pool of Education Service Managers at para 3.4.6. The ongoing need for this post will be reviewed on an annual basis in discussion between the Strategic Director and the Convenor and Vice Convenor of People Committee
- f) Seek Council approval for delegated authority to the Strategic Director to appoint an acting Chief Social Work Officer pending the wider service redesign

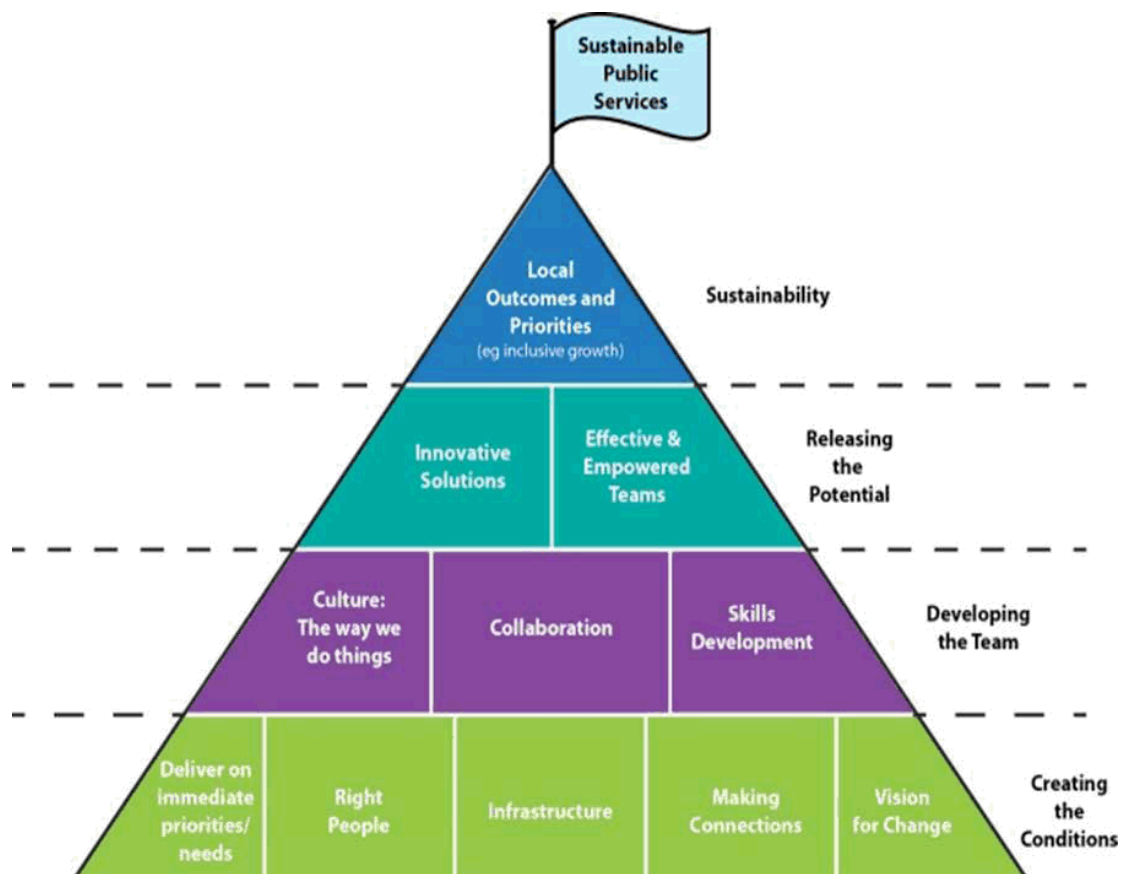
3.0 Background

3.1 The immediate priorities for People Directorate are set out in the Business Plan, also being presented to People Committee today under Agenda item 9.

They include:

- 1) Continuing to **respond** to the immediate and changing demands of COVID-19
- 2) **Redesign** of the People Directorate in accordance with the requirements agreed by Council in March 2018
- 3) Driving forward with priority projects within the **Transformation** programme
- 4) Financial management plan and budget realignment, addressing demand pressures as a result of COVID and other policies including The Promise.

3.2 These priorities are inter-connected and cannot be seen in isolation. In addition, in responding to COVID, the Directorate is simultaneously working through the four phases of organisational redesign (below) : Creating the Conditions; Developing the Team; Releasing the Potential; Sustainability.



3.3 Respond

3.3.1 (a) Education

Much of the current activity of the Education Service is directed to supporting schools/ELC's and Heads to provide a continued safe and supportive environment for learning and teaching, in line with Scottish Government Guidance on reducing the risks from COVID-19. The response activity includes services from across the Council and a Project Plan with clear lines of accountability (RACI).

There also continues to be significant activity supporting our most vulnerable and challenged children, young people and families, with integrated approaches across Children's Services and with partners.

Another key area of activity will be to ensure the smooth and equitable running of the SQA Exam Diet in 2021, as well as sustaining the improving trend in Positive Destinations against a backdrop of growing youth unemployment and economic uncertainty. Sustaining recent improvements in Clackmannanshire Positive Destinations will be a priority with figures for 2019/20 indicating a further improvement, which gives us a 4 year improving trend.

A number of staff across the Education Service have been redeployed within the Service to support priority areas, with one of the challenges, the ever-changing and evolving situation. All of the Scottish Attainment Challenge projects have been realigned to support our pandemic Response. This includes addressing Learning Loss, supporting Health and Wellbeing of both our pupils and staff, and supporting continuity of learning and progress for all learners as set out in the National Improvement Framework Plan for 2020-21.

3.3.2 b) Social Services

At the moment, statutory measures which result in moving children out of family care into placements (particularly external placements) come with significant financial cost as well as emotional ones to the child.

Within Children's Services, significant developmental work has taken place during the past 3 years. Teams have been designed and developed to help build restorative practice with the aim being to shift the balance of care from less child protection to earlier intervention/prevention. Further, having the correct commissioned services to ensure that targeted wrap around services can work with us to keep the child at home, is an immediate priority.

Whilst progress is being made, it will be several years before this has a noticeable and sustained, positive impact on budgets as we will need to continue with the two dual systems – child protection and early intervention/prevention. Shifting the balance of care is key to 'The Promise' and is a journey we have been on for a few years and one that we will continue.

Taking all of the above into account, it remains essential that we put in place an action plan to address the current projected overspend on the Social Work budget .

3.4 Redesign

(See **Appendix 1** for further detail on Phasing of Redesign and Transformation Activity.)

In March 2018 Council agreed, as part of the budget setting process, an overall organisational redesign. Some progress has been made by the People Directorate in working towards a revised structure. A transitional structure was put in place, but a number of changes in senior staff have resulted in a further delay to development and implementation of the full redesign, including the recruitment, in February 2019 of an Interim Strategic Director, appointment of a new Chief Education Officer in November 2019 and the appointment of a new Strategic director following the resignation of the interim Director in September 2020.

Committee will also be aware that the existing Chief Social Work Officer has announced they will leave the Council and take up a new post in January 2021..

3.4.1 The current structure (**Appendix 2**) shows the progress already made towards the full redesign. Namely:

- Appointment of a permanent Strategic Director to the People Directorate in September 2020. It should be noted that the role of Chief Education Officer is also, as an interim position, being undertaken by the post holder.
- As of December 2020, there will be 6 Service Managers across People plus the Criminal Justice funded Service Manager post
- A Middle Leadership Team has been established in Education which includes Libraries/Leisure; CLD and Sports. Increasingly these Leaders are working in an integrated and thematic way e.g. on Health and Wellbeing, Community Support, Mental Health, Employability, Digital Learning.

3.4.2 It is now a priority to revisit the structure and to redesign the Service to meet current and future need, and reflect our Transformation Programme.

Given the current demands across the services and the Council as a whole, along with the need to manage increasing demand and risk, particularly in Children's Social Work, it is proposed that a phased approach to this Redesign is taken as outlined below. A suggested future working structure is provided at **Appendix 3** which gives an indication of how potential service redesign could be implemented. HR policies will continue to guide and direct the approach to redesign including any reduction in the overall structure numbers and vacancy management. Engagement with our union colleagues will also be undertaken to shape and inform the redesign process. This will need to be considered alongside professional roles and professional bodies as there are a number of statutory posts that will need to remain.

3.4.3 As the new structure evolves, it is clear that there is a particular need for additional resource to support the Strategic Director with Education, particularly as a result of current and ongoing demands and risk on education as a result of COVID. These risk and demands are likely to continue for some time. In addition, although Education Services have made good progress in recent years, this still needs focused attention to ensure recent education improvements are sustained and ongoing. Working towards a self-improving, empowered system for Education remains an overarching goal for Clackmannanshire and nationally.

3.4.5 In order to respond to the immediate service needs, plan recovery and redesign and progress much needed transformation, it is proposed that an acting Chief Education Officer 3 year post, is recruited from within the existing Service Manager pool. The Postholder would require GTCS Registration. As this is an acting post, the post would not require backfill and once the redesign is complete this would be reconsidered as part of the overall evaluation of the new structure and any subsequent staff changes. The ongoing need for this post will be reviewed on an annual basis in discussion between the Strategic Director and the Convenor and Vice Convenor of People Committee

3.4.6 People Committee is asked to support the:

Short term appointment of an acting Chief Education Officer until December 2023. Note that Council approval to a change in the Scheme of Delegation will be required given the previous Council decision to require this appointment to be made by the Appointments Committee.

Agree that Council approval is sought to delegate authority to the Strategic Director to appoint this resource from within existing Service Manager pool. Funding from any cash savings within the Education Service budget can be used to fund the appointment. The additional costs of the acting post of £21,730 per annum.

Agree that Council approval is sought to delegate authority to the Strategic Director to appoint an interim Chief Social Work Officer pending the wider service redesign and a permanent appointment being made by an Appointments Committee

3.4.7 The service will undertake work to redesign its budget to ensure that it can manage the budget pressures that it is currently experiencing, and starts to prepare the ground for The Promise.

3.5 Transformation

3.5.1 The People Directorate is already leading or involved in a number of priority projects within the Transformation Programme. The following areas will be key priorities and will be taken forward alongside the Response and Redesign work above. This reflects the overall priorities as agreed at Council at its meeting on:

- a. STRIVE
- b. Digital Strategy (including Digital Learning and the Social Work Replacement System)
- c. People and Place Hub Pilot (linking with the Learning Estate)
- d. City Region Deal (Skills Development)

3.5.2 In addition the work to transform Family Support Services, Mental Health and Wellbeing for Children and Families, and the Secondary Curriculum will continue.

3.5.3 Increasingly, Transformational Approaches in People Directorate will include exploring Regional models and partnerships with community and external organisations. The Redesign work at 2) above will be crucial in ensuring the People Workforce has the knowledge, skills, behaviours, and leadership to meet these future ways of working.

4.0 Financial / Budget

Given continued ongoing budgeting constraints, with the added impact of Covid-19 on overall Social Work Children's Services spend, it is crucial that current forecasted overspends are addressed immediately with a plan put in place to bring the budget back in line and / or demand pressures addressed. The additional costs of the acting post of £21,730 per annum will be met from within the existing Education Budget.

5.0 Implications

6.0 Risk

7.0 Equalities

8.0 Financial Implications

8.1 The future structure will enable the service to contribute to the savings that the Council agreed as part of the management redesign agreed in March 2018

9.0 Sustainability Implications

N/A

10.0 Exempt Reports

Is the report exempt? NO

11.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☒)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life ☒

Women and girls will be confident and aspirational, and achieve their full potential ☒

Our communities will be resilient and empowered so that they can thrive and flourish

The Council is effective, efficient and recognised for excellence ☒

(2) **Council Policies** (Please detail)

Not applicable.

12.0 Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

N/A

13.0 Legality

It has been confirmed that in adopting the recommendations contained in this report, the council is acting within its legal powers.

Yes.

14.0 Appendices

Appendix I Phasing of Redesign and Transformation Activity

Appendix 2 People Service Structure December 2020

Appendix 3 People Service Future Structure

15.0 Background Papers

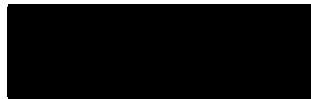
National Improvement Plan 2020/2021.

General Service Revenue and Capital Budget 2018/19 Clackmannanshire Council 8 March 2018

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director (People) /Chief Education Officer	

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People) /Chief Education Officer	

Appendix 1 – Phasing of Redesign and Transformation Activity



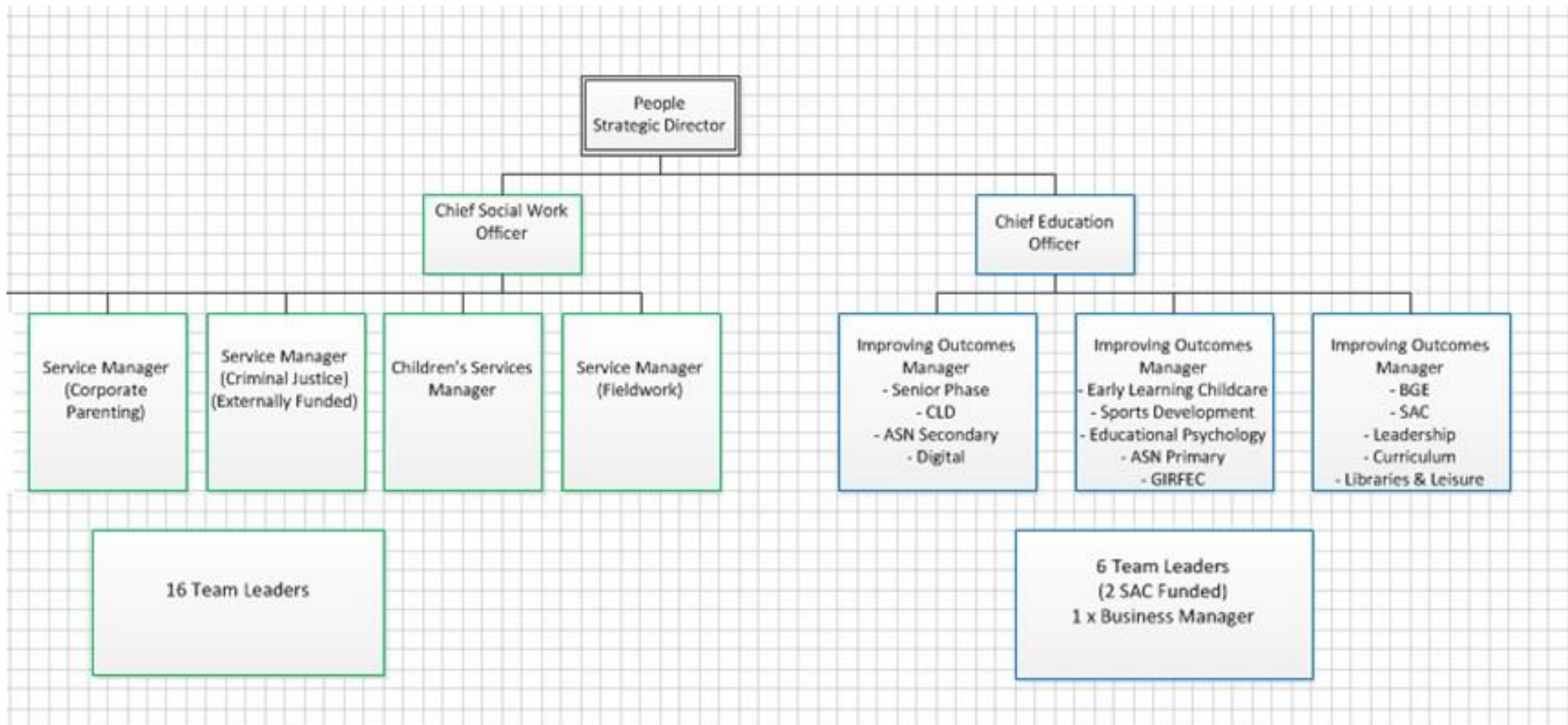
Suggested Phases and activity	Outcomes
Phase One – Now – March 2021	
<p>Phase One – Now – March 2021</p> <ul style="list-style-type: none"> • All Service Manager roles, remits and accountabilities are reviewed and redesigned to support an Integrated Children's Service and increased alignment with the Health and Social Care Partnership (within current permanent staffing levels) whilst ensuring that statutory roles and requirements are met • Coaching and Leadership Development - Support for managers and teams • Further integration of Team Leaders • Evaluation of internal systems and processes and identification of efficiencies (with support from iESE) • Benchmarking exercise across other Local Authorities • Review of Commissioned Services within People, Council, other public and third sector 	<ul style="list-style-type: none"> • Risks Managed/mitigated • Priority areas of work agreed and implemented • Integrated management structure • Shared vision and agreed priorities • Clear focus on improvement, outcomes and governance • Increased collaboration across Education, Social Work, Third Sector, HCSP • Shared Financial Accountability



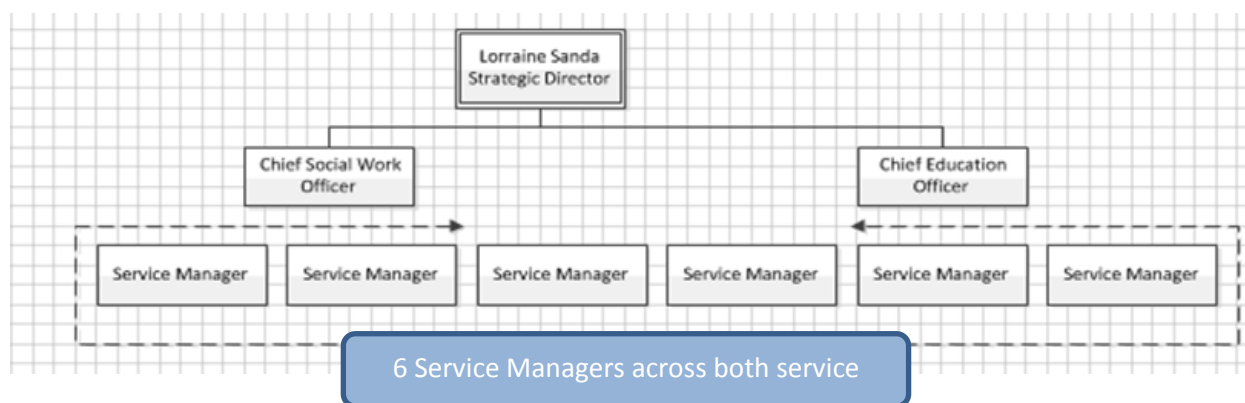
Suggested Phases and activity	Outcomes
Phase Two - April 2021-2022	
<ul style="list-style-type: none">• Organisation of thematic projects, led by Team Leaders across People Directorate• Leadership Development.• Review of Business Support across all areas.• Piloting of locality teams across People and at school/cluster level to support children and families• Empowerment of Head teachers• Redesign to reflect The Promise – follow the money• Closer alignment of SW Teams	<ul style="list-style-type: none">• Thematic project teams• Staff leading and driving change• Performance management understood and reflected across all projects/staff teams• Collaboration with partners and services• Increased Financial Accountability and budget realignment



Suggested Phases and activity	Outcomes
Phase Three 2022-2023	
<ul style="list-style-type: none">• Ongoing Workforce• Leadership Development at all levels	<ul style="list-style-type: none">• Stability across the Directorate• Empowered and motivated staff• Culture of Innovation and transformation• People-centred delivery• On-going, self-improving system• Financial sustainability



Future Structure



ED Service Manager ■ SW Service manager ●
 ED Project Lead ▲ SW Project Lead ◆

Diagram represents a network of self-organising teams who collaborate through internal systems.

