

# Policy and Sustainability Committee Report

10.00am, Thursday, 17 November 2022

## Education & Children's Services Structure

Executive/routine Wards Council Commitments	Executive All
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### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee approve:
  - 1.1.1 The proposed changes to the Education & Children's Services senior leadership structure.
  - 1.1.2 The permanent recruitment to the proposed new post of Service Director, Education to start immediately in accordance with relevant Chief Officer Recruitment Policy.

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# Report

## 2. Executive Summary

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- 2.1 This report recommends a revised structure for the senior leadership team in Education & Children's Services to that agreed at Council in May 2021.
- 2.2 Subject to approval, it is recommended that recruitment to the permanent role of Service Director, Education commences immediately.

## 3. Background

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- 3.1 A new Executive Director for Education & Children's Services was appointed in November 2021 inheriting an interim structure. Upon the Executive Directors appointment, the intention was to implement the structure agreed at Council in May 2021, which brought together Criminal Justice and Children's Services with the Chief Social Work Officer position and proposed 3 Senior Managers at G12 reporting directly to the Executive Director.
- 3.2 Since the Executive Director for Education & Children's Services has been in post the Independent Inquiry and Review into the Council's Whistleblowing culture have been completed, published and all the recommendations approved by Council. Whilst these recommendations are organisation wide, it is recognised that there is significant work required to support further developing a positive culture for colleagues within the Education & Children Services directorate. This is along with increasing operational demand which has impacted capacity at a strategic and operational level across the directorate.

## 4. Main report

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- 4.1 This proposal suggests an alternative structure to that previously proposed, which seeks to ensure:
  - 4.1.1 The most senior roles within Education & Children's Services are designed in such a way that provides the strategic and operational delivery capacity required
  - 4.1.2 Supports embedding the recommendations approved by Council in respect of the Independent Inquiry and Whistleblowing Culture Review
  - 4.1.3 Provides leadership capacity to deliver the sustained culture change required

4.1.4 A structure that is as future proofed as can be to successfully deliver for the children and young people of Edinburgh.

### **Service Director Education**

4.2 This is the largest single service area of the council (circa 8,000 headcount) and has the largest single service revenue budget which is in the region of £400 million. Currently the Service does not have a Service Director post in place to provide strategic leadership and management of these key services. Whilst we have some excellent education services, we also have some significant challenges, in particular the poverty related attainment gap and inclusivity of our schools which are critical priorities in the Council's Business Plan. Both are highly complex areas to deliver enduring change and we need a skilled Chief Officer to drive this continued delivery. This position would also be the statutory Chief Education Officer as per Scottish Government legislation.

4.3 These changes will result in:

4.3.1 A new permanent post of Service Director, Education to lead the Education service and hold the statutory position of Chief Education Officer for the Council.

4.4 Any further review of the Education & Children's Services structures will take place following our Managing Change Policy, after the permanent appointment of the vacant Service Director for Children's Services and Criminal Justice and if approved the permanent appointment of Service Director, Education.

## **5. Next Steps**

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5.1 Subject to committee approval, implementation of the new arrangements will proceed immediately in accordance with the Chief Officer Recruitment Policy.

## **6. Financial impact**

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6.1 The creation a new permanent post of Service Director, Education will require budget provision of £145,000, this will be funded by reallocation of the current budget.

## **7. Stakeholder/Community Impact**

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7.1 Consultation with Trade Unions and in-scope employees.

## **8. Background reading/external references**

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8.1 [Chief Officer Recruitment and Selection Policy](#)

## **9. Appendices**

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### 9.1 Appendix 1 – Proposed Education and Children’s Services Structure

# Appendix 1 – Proposed Education & Children’s Services Leadership Structure

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