

**REPLY BY THE PRESIDENT OF
THE COMMITTEE FOR EDUCATION, SPORT & CULTURE
TO QUESTIONS ASKED PURSUANT TO RULE 14 OF THE RULES OF
PROCEDURE BY DEPUTY GAVIN ST PIER**

In a media release on 22nd March, Deputy Dudley-Owen said, *“I was shocked by the changes I found in Education when I returned to the Committee after an absence of two-and-a-half years. Past political decisions have not served Guernsey well and there is a huge amount of work for us to do, repairing relationships with staff and strengthening a seriously depleted Education office.”*

Question 1

Could the Committee set out which roles have been depleted from the Education office?

Answer

In this context, the Education Office is assumed to be the central government function supporting the delivery of the full range of education services within the islands. (This does not include roles based in school/college settings).

When the position today is compared with the position in 2016, overall there has been a net depletion of 9.18 full-time equivalent (FTE) roles providing oversight and support to the daily business of a central government education function. (These figures exclude the Transforming Education Programme (TEP) Team whose focus is not on BAU activity). It is, however, difficult to be specific about individual roles as there have been a number of structural changes both within the Education Office and the wider States of Guernsey organisation such that it is not possible to do a simple comparative role-mapping exercise. This is because under wider transformation activity some roles have been centralised; for example, Communications and IT officers, and other roles now operate on a matrix basis across wider government, such as for example Directors of Operations and Strategic Leaders.

What has been drawn into sharp political focus is that as a result of this transformation activity, support in many areas is provided differently to the support in place in 2016 and a number of roles now have duties that span more than one committee mandate. Some key education roles have not been replaced, and some new roles have been created. Other roles are being held or filled on only a temporary basis to create the flexibility necessary to adapt to new target operating models which are still in development.

As we move into new ways of working, including partnership working, some roles have transferred to other organisations, such as for example the Youth Commission and the Health Improvement Commission.

A combination of restructuring and staff turnover has resulted in a significant loss of corporate memory within a relatively short period of time. Although such changes are intended to bring about long-term improvements, in the short- to medium-term the combination of the extent and pace of change has been destabilising.

The following roles have been deleted:

Service Area	Overall FTE posts not replaced like for like	% of the reduction in the team in place in 2016
School Improvement	2.5 (+ 1 long-term secondment to TEP)	33%
Continuous Professional Development for Staff	1.5	43%
Education Strategy & Policy	1.67	46%
Administration	0.92	32%

In addition, there have been secondments to (or officer time spent supporting) the Transforming Education Programme, including from the team supporting school improvement. Where back-fill has been possible, the lack of corporate knowledge held by temporary replacements, and thus the length of the induction process, has resulted in a further reduction in capacity.

Question 2

What roles (if any) are now being recruited to fill any gaps identified?

Answer

The recruitment process for the role of Director of Education will commence shortly.

Two roles linked to the continuous professional development of staff are under review, albeit one is currently being filled via a temporary contract; and two vacancies linked to the education real estate are being held due to the likely impact of proposed new target operating models.

If applicable:

Question 3a

What is the estimated annual recurring revenue cost of filling any such roles?

Answer

In respect of the five roles referred to in the answer to Question 2, the estimated annual recurring revenue cost of filling the roles is £319,827.

Question 3b

Does the Committee have sufficient budget to address the serious depletion that it has identified?

Answer

As part of the Government Work Plan process, the Committee has identified the need for there to be a strategic investment in continuous education improvement, and has made the necessary representations to enable the prioritisation of this funding to be considered as part of the Government Work Plan process, which is due to be debated at a special States Meeting on 21st July 2021.

Question 3c

Does the Committee have the support of the Policy & Resources Committee to recruit to fill the gaps identified?

Answer

The Committee has received the necessary Policy & Resources Committee support to begin the recruitment process for the Director of Education role and is working closely and collaboratively with the Policy & Resources Committee with regard to the positions that are under review in anticipation of new target operating models.

Date of receipt of the Question: 17th May 2021

Date of Reply: 1st June 2021