

# Education Operational Delivery Committee Annual Effectiveness Report



# Contents

	Page
1. Introduction	3
2. The role of the Committee	3
3. Membership of the Committee during 2018/2019	3
4. Membership changes	4
5. Member Attendance	4
6. Meeting Content	4 - 7
7. Training Requirements and Attendance	7
8. Code of Conduct – Declarations of Interest	7
9. Civic Engagement	7
10. Officer support to the Committee	8
11. Executive Lead's Comments	8
12. Next year's focus	8

## 1. INTRODUCTION

- 1.1 I am pleased to present the first annual effectiveness report for the Education Operational Delivery Committee. As Members will be aware, as part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. This has been an aspiration for some time, representing good practice in governance terms and evidencing the Council's progress towards achieving CIPFA accreditation and I am glad to see the first report for the Education Operational Delivery Committee presented.
- 1.2 This first annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee supports the principles of the Target Operating Model and contributes to the Local Outcome Improvement Plan, whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.
- 1.3 Throughout the first year, the Committee has worked collectively to approve and monitor the in-house delivery of educational services, scrutinise performance and make improvements to those services. In addition, the Committee has helped to ensure improvement to the Council's public performance recording data, in line with outcomes and intentions set.
- 1.4 Officers have supported the Committee's external members through hosting regular briefing sessions which have focused on topics of interest suggested by the external members. The sessions also enable external members to ask officers questions about any aspect of education along with seeking clarity on reports within the committee business planner. This approach has strengthened the role of external members and encouraged scrutiny through questioning at Committee.



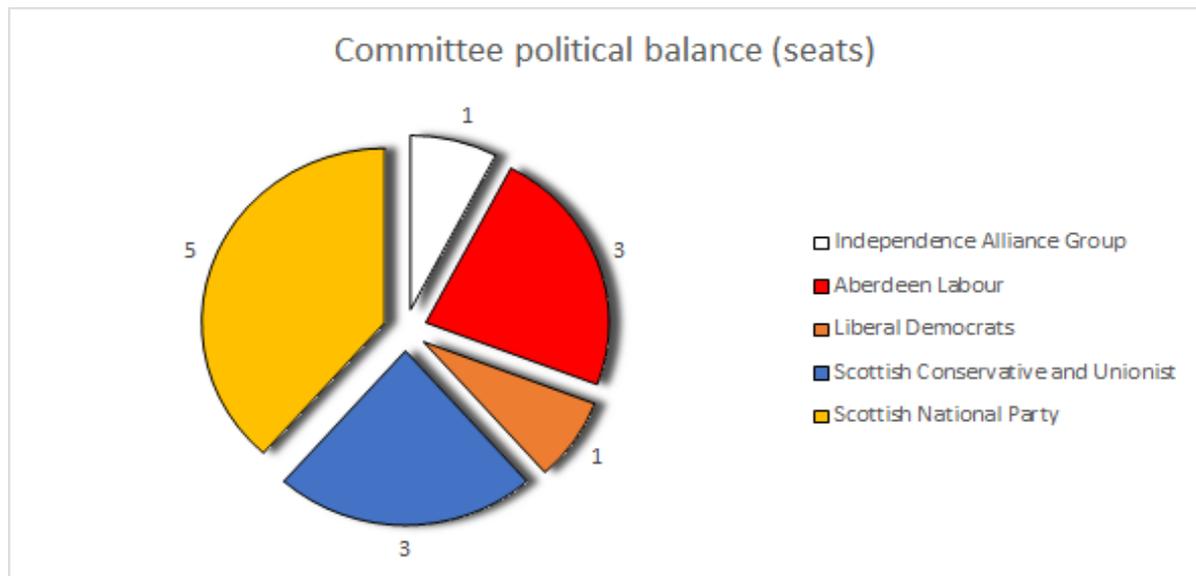
**Councillor John Wheeler**  
Convener, Education Operational Delivery Committee

## 2. THE ROLE OF THE COMMITTEE

- 2.1 The role of the Committee is to approve and monitor the in-house delivery of internal educational services, scrutinise performance and make improvements to those services and to ensure improvement to the Council's Public Performance Recording data, in line with outcomes and intentions set, for educational services.
- 2.2 The previous Terms of Reference for the Committee as approved by Council on 5 March 2018 are appended to the report.

## 3. MEMBERSHIP OF THE COMMITTEE DURING 2018/2019

- 3.1 The Education Operational Delivery Committee has 13 Elected Members and 7 External Members and the composition is presented below. The 7 External Members are 1 Church of Scotland representative, 1 Roman Catholic representative, 1 Third Religious representative, 2 Teacher representatives and 2 Parent representatives.



## 4. MEMBERSHIP CHANGES

- 4.1 Councillor Lesley Dunbar was Vice Convener to the Committee from its inception in March 2018 to February 2019. At its meeting of 4 March 2019, Council appointed Councillor Malik as Vice Convener to the Committee. Reverend Hutton Steel resigned as Church of Scotland representative in February 2019, and details of his replacement are awaited.

## 5. MEMBER ATTENDANCE

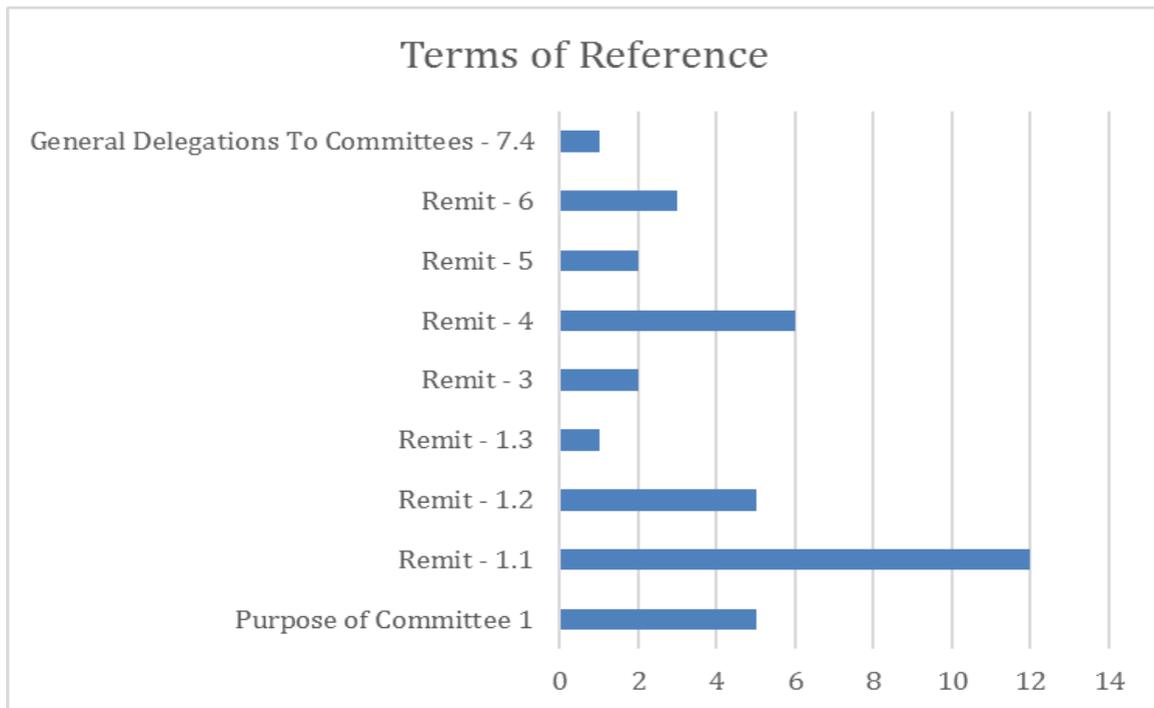
Member	Total Anticipated Attendances	Total Attendances	Nominated Substitute
Councillor Wheeler	6	4	2 – Councillors Houghton and Lumsden
Councillor Lesley Dunbar	6	5	1 – Councillor Bell
Councillor Al-Samarai	6	6	
Councillor Donnelly	6	5	1 – Councillor Duncan
Councillor Greig	6	6	
Councillor Henrickson	6	6	
Councillor Imrie	6	5	1 – Councillor Hunt
Councillor Macdonald	6	6	
Councillor Catriona Mackenzie	6	5	1 – Councillor Flynn
Councillor Malik	6	6	
Councillor McLellan	6	6	
Councillor Nicoll	6	6	
Councillor Jennifer Stewart	6	5	1 – Councillor Boulton
Mrs Stephanie Brock	6	6	
Mrs Louise Bruce	6	5	
Mr John Murray	6	6	
Mr Colm O'Riordan	6	5	1 – Mr Tony Rafferty
Mr Mike Paul	6	3	
Miss Pamela Scott	6	6	
Reverend Hutton Steel	5	4	

## 6. MEETING CONTENT

- 6.1 During the 2018/2019 reporting period (6 March 2018 to 29 April 2019), the Committee had 6 meetings and considered a total of 18 reports.

### 6.2 Terms of Reference

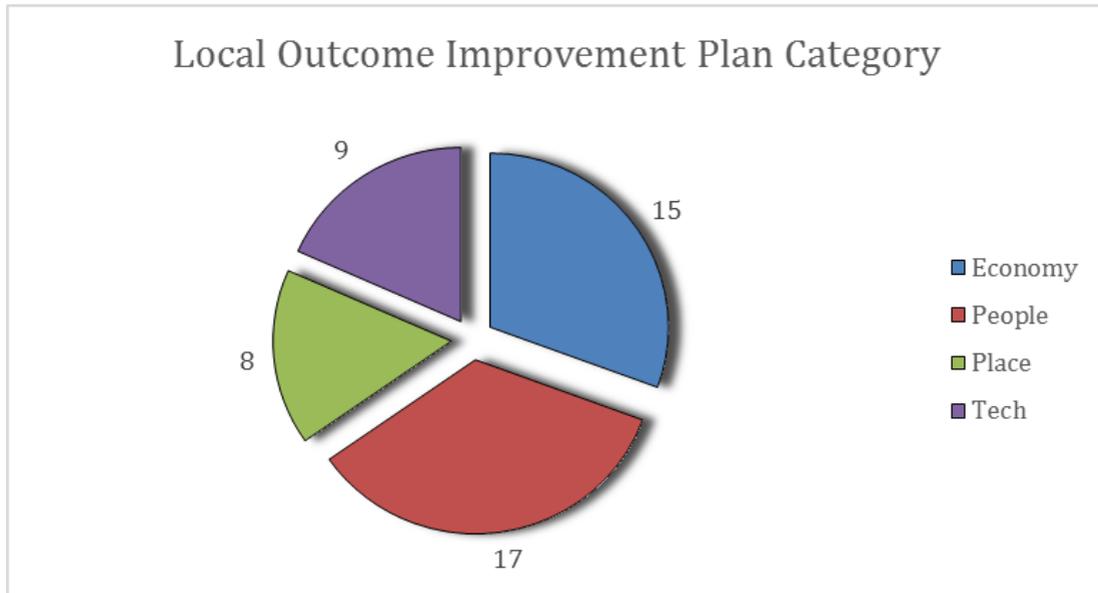
Of the 18 reports received the following table details how the reports aligned to the Terms of Reference for the Committee.



- 6.3** The majority of the sections of the Committee’s Terms of Reference were discharged throughout the course of the reporting period. This would indicate that the Committee has discharged its role as determined by Council.
- 6.4** There have been no reports under Remit 2 (Provide evidence to the Strategic Commissioning Committee, as requested, on the contribution of in-house services to outcomes) as there have not yet been any requests for this information from the Strategic Commissioning Committee.
- 6.5** The majority of reports have fallen under Remit 1.1 (Holds the organisation to account for the performance of all in-house services – in a manner which places the customer first and ensures the expected contribution to outcomes). This is to be expected from a Committee where the remit is to oversee the delivery of internal educational services to customers.

### 6.6 Local Outcome Improvement Plan

The following table details of the 18 reports how many had a link to the themes of the Local Outcome Improvement Plan.



## 6.7 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 18 reports presented to it throughout the year.

	Total	% Total Reports
Number of confidential reports	0	0.0%
Number of exempt reports	1	5.6%
Number of reports where the Committee has amended officer recommendations	5	27.8%
Number and percentage of reports approved unanimously	16	88.9%
Number of reports requested by members during the consideration of another report to provide additional assurance and not in forward planner	4	N/A
Number of service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	0	N/A
Number of decisions delayed for further information	0	0.0%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	1	N/A
Number of late reports received by the Committee	1	5.6%
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	0	0.0%

## 6.8 Notices of Motion, Suspension of Standing Orders, Interface with the Public

	Total
Number of notices of motion	1
Number of times Standing Orders were suspended and the specific Standing Orders suspended	0
Standing order number (ref)	N/A
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	1 deputation
Number of petitions considered	0
Number of Members attending meetings of the committee as observers	22
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	<p>Weekly meetings with Chief Operating Officer and Director of Customer Services</p> <p>Weekly meetings with Conveners of Strategic Commissioning Committee and City Growth and Resources Committees</p> <p>Monthly meetings with Chief Officer – Integrated Children’s and Family Services and Chief Education Officer</p> <p>Monthly meetings with all relevant Chief Officers</p>

## 7. TRAINING REQUIREMENTS

- 7.1 The following specific Scheme of Governance training which is related to the operation of all Committees was provided to Members:-
- Effective Decision Making on 23, 27 and 28 March 2018
  - Financial and Procurement Regulations on 23 and 29 March 2018
- 7.2 Training on the Councillors’ Code of Conduct was provided to Elected Members in January and February 2018.
- 7.3 Throughout the course of 2018-2019 there have been briefing sessions for Members on Sistema; Early Learning and Childcare; and the Pupil Equity Fund.

- 7.4 External Members have also been provided with separate briefing and training sessions, to ensure that they have the detailed knowledge in respect of the Local Outcome Improvement Plan and the Council's budget position when receiving reports for the Committee. They have briefing sessions with officers prior to each Committee to provide them with the opportunity to discuss the upcoming agenda.
- 7.5 The above opportunities provide valuable insights into relevant business areas to aid scrutiny of Committee business. Further development opportunities will be developed for 2019 – 2020 based on Committee business and officer proposals; and Member feedback.

## 8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

- 8.1 1 declaration of interest was made by a Councillor during the reporting period. Information in respect of declarations of interest is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 9. CIVIC ENGAGEMENT

- 9.1 During the course of the year, there has been statutory consultation with the public in respect of proposed changes to the school holidays, and the proposals in relation to St Peter's RC School. The results of this will inform the reports due back to Committee later in the year.
- 9.2 The recently established School Estate Strategy Working Group will involve a number of Head Teachers, Elected Members and an External Member. This Working Group will contribute to the development of the School Estate Strategy, through scrutinising the data to help refine and present detailed options within the final strategy document to be presented to Committee in September. The Schools (Consultation) (Scotland) Act 2010 requires local authorities to consult communities and stakeholders on proposed changes to schools, and therefore stakeholders will be invited and encouraged to comment on the options for developing the school estate which will be contained in the School Estate Strategy. Following presentation to Committee in September, there will be an initial round of informal stakeholder engagement to help scope out and develop the options within the document to help assess the extent to which options meet community needs, followed by formal statutory consultation where required. There will then be ongoing review of the document, during which there will be engagement and work undertaken with local communities.
- 9.3 The External Members appointed to the Committee also ensure that there is representation on the Committee for parents, teachers and religious organisations, which ensures that those sections of the community have an avenue into the decision-making process.
- 9.4 In addition to the civic involvement outlined above, officers will continue to seek opportunities for civic engagement.

## 10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances	Substitute Attendances
Director - Customer	6	6	0
Chief Operating Officer	6	6	0
Chief Officer - Integrated Children's & Family Services	6	6	0
Chief Education Officer	6	6	0
Legal Services	6	6	0
Finance	6	6	0

## 11. EXECUTIVE LEAD'S COMMENTS

- 11.1 One of the Council's transformation projects is to deliver the CIPFA Mark of Excellence in Good Governance. As part of this project, CIPFA recommended that each Committee should annually review its effectiveness, including its information reporting needs, to help ensure that each Committee was following its Terms of Reference; operating effectively; and would assist in identifying any training needs or improvements to the Council's decision-making structures.
- 11.2 It can be seen from the statistics in the annual report that no decisions required to be delayed and the vast majority of business was approved or noted unanimously. Nearly all business was able to be considered in public, which assists in maintaining transparency in the democratic process, with only one exempt report which contained information in respect of the estimated expenditure on contracts. There was also an exempt appendix in respect of St Peter's RC School, however the report itself was taken in public session.
- 11.3 Only minor changes were made to the Committee Terms of Reference when they were presented to Council in March 2019.
- 11.4 It is noted that a number of motions and amendments are submitted on the day of the committee and in some instances very shortly before the start time of committee. During the course of 2019/2020 the Executive Lead may seek short adjournments to enable robust consideration by officers of such motions and amendments. This will help to further enhance the decision-making process for Elected Members by ensuring they are able to make fully informed decisions.

## 12. NEXT YEAR'S FOCUS

- 12.1** Council on 4 March 2019 approved new Terms of Reference and a further review will be reported to Council in March 2020. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.
- 12.2** Areas of focus from the Business Planner: The main areas of business for the Committee over the next year will be the School Estate Strategy Review; and the outcome of the statutory consultation in respect of St Peter's RC School. There is also ongoing work on the performance data reported to Committee. There will also be updates on key areas of business considered by the Committee in 2018/19.
- 12.3** In order to achieve a balanced budget, Council took a number of financial decisions at their meeting held in March 2019. This included discussing a range of budget options and agreeing to make £1.019m financial savings within Education. These savings relate to the following areas: transport to the Gaelic unit, administrative support, primary one class size, education support provision, educational psychology, operating model for school technicians and librarians and transport for pupils choosing to attend out of zone schools.
- 12.4** There are two political priorities: uptake of free school meals; and UNICEF Child Friendly accreditation. The Chief Education Officer fulfils the role of project sponsor and is supported by a project manager. Throughout the year the Committee will receive service updates to ensure progress is communicated.

**Previous Version of Education Operational Delivery Committee Terms of Reference  
Approved by Council on 5 March 2018**

<p><b>EDUCATION OPERATIONAL DELIVERY COMMITTEE</b></p>
<p><b>PURPOSE OF COMMITTEE</b></p>
<p>To oversee the delivery of internal Educational services to customers, scrutinise performance and make improvements to those services.</p> <p>To ensure improvement to the Council's Public Performance Recording data for Educational services.</p>
<p><b>REMIT OF COMMITTEE</b></p>
<p>The Committee will, for internal Educational services:-</p> <ol style="list-style-type: none"> <li>1. hold the organisation to account for the performance of all in house services. It will oversee the delivery of all in house services in all areas in line with the outcomes set by the Strategic Commissioning Committee and improve results for Public Performance Recording by scrutinising Key Performance Indicators and rigorous performance management and ensuring that this:-             <ol style="list-style-type: none"> <li>1.1 is done in a manner which places the customer first and ensures the expected contribution to outcomes;</li> <li>1.2 improves the Council's position in national tables; and</li> <li>1.3 adheres to financial targets.</li> </ol> </li> <li>2. provide evidence to the Strategic Commissioning Committee, as requested, on the contribution of in-house services to outcomes;</li> <li>3. approve improvements to operational delivery where officers do not have the power to do so;</li> <li>4. oversee health and safety obligations to customers and citizens in the operational delivery of services;</li> <li>5. explore options for transforming the service delivery model; and</li> <li>6. note proposed peer reviews and inspections within the Local Area Network plan for the cycle.</li> </ol>
<p><b>JOINT WORKING WITH OTHER COMMITTEES:</b></p> <p>The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically:-</p> <p>The Strategic Commissioning Committee and the Operational Delivery Committee will cooperate to ensure that the internally commissioned services have clear service specifications, identifying contribution to the LOIP outcomes and that sufficient funding is available to deliver the service specification.</p> <p>The Strategic Commissioning Committee will cooperate with the Strategic Transformation Committee on opportunities to transform service delivery; and</p>

The Operational Delivery Committee in view of the shared remit for improving the delivery of internal services to customers.

### **JOINT WORKING WITH NON-COUNCIL BODIES:**

Officers work closely with Internal Auditors, a service contracted from Aberdeenshire Council, and with external providers of assurance such as External Audit, Audit Scotland and external examining bodies. In addition, officers will work with local representative bodies such as the Disability Equity Partnership and the Aberdeen City Youth Council to understand how effectively services are being delivered to customers and how they can be improved.

### **EXTERNAL MEMBERSHIP**

The Committee's membership will include seven persons with voting rights who are members for education items of business only (which will be identified clearly on the agenda) and who are not members of the Council. The seven external members will be appointed by the Council at its statutory meeting (or other meeting as appropriate) as follows:-

- 1.** three persons representing religious bodies in accordance with the requirements of Section 124 (4) of the Local Government (Scotland) Act 1973, being:
  - 1.1** one representative of the Church of Scotland nominated in such manner as may be determined by the General Assembly of that church;
  - 1.2** one representative of the Roman Catholic Church nominated in such manner as may be determined by the Scottish Hierarchy of that church; and
  - 1.3** one other person appointed by the Council having regard:
    - 1.3.1** to the comparative strength within the City of Aberdeen of all the churches and denominational bodies having duly constituted charges regularly appointed places of worship there; and
    - 1.3.2** the representation provided for in (i) and (ii) above;
- 2.** in accordance with the discretion conferred by Section 124 (3) of the Local Government (Scotland) Act 1973:
  - 2.1** two teachers employed in educational establishments managed by the Council nominated by Teachers' Consultative Forum, comprising one representative from primary and special needs, including nursery, and one representative from secondary; and
  - 2.2** two parent representatives, selected by Aberdeen City Parent Council Forum from within its own membership, comprising one representative from primary and special needs, including nursery, and one representative from secondary.

Education items are matters reported to the Operational Delivery Committee which relate to advising on or discharging the Council's functions as education authority which are under the responsibility of the Chief Officer of Integrated Children's and Family Services and the Corporate Landlord.

**Executive Lead: Chief Operating Officer and the Director of Customer Services**

