



REPORT TO THE JOINT COMMITTEE

25 November 2016

Report by: Lead Director & Lead Chief Executive

Subject: Interim & Permanent Leadership Arrangements

1.0 Purpose of the Report

To update Joint Committee on the departure of the Managing Director, interim leadership arrangements and to consider the next steps in relation to appointment of a successor.

2.0 Background

- 2.1 Mr Huw Foster-Evans has left the post of Managing Director following his release on secondment to the Welsh Government to provide enhanced capacity for national leadership development programmes. In order to facilitate this arrangement he will be retained on the GwE structure in a temporary post which will support the secondment. The employment costs of this arrangement will be borne by the Welsh Government in accordance with the terms of a secondment agreement.
- 2.2 Initial actions to secure appropriate interim leadership for the service were undertaken by the Lead Director and Lead Chief Executive, in consultation with the Chair of the Joint Committee.
- 2.3 The departure of the Managing Director provides the opportunity for us not only to review the effectiveness and consistency of current school improvement practice within the region, but also to investigate if the leadership and governance arrangements are fit for purpose. It is clear to the Management Board and the region's Chief Executives that there are opportunities to better define roles and accountabilities for school improvement and wider education services across the region.
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2.4 Interim arrangements need to be resilient, focused on delivering the regional business plan (including PIAP), delivering and exceeding the outcomes within the plan. The operational changes confirmed in the summer of 2016 also need to be embedded in each hub.

2.5 Joint Committee has a key role not only in considering the resilience of interim arrangements, but also in approving the person specification and appointment process for the permanent leadership of the Joint Service.

3.0 Considerations

3.1 As a region, we want to maintain operational stability within the GwE structure in order to concentrate on delivering improvements in our schools and to address the WAO and Estyn recommendations with rigour and pace.

3.2 As a region we also need to review existing school improvement practice within GwE, with a target of reporting to the Joint Committee by December. The review will identify any key aspects of practice that we need to address as a region and will also consider the wider possible challenges of further collaboration as indicated by your Cabinet colleague Professor Mark Drakeford. The findings of the review will enable the Joint Committee to take stock and undertake any redefining in the scope and responsibilities of the Managing Director post before going out to advert in the new year.

3.3 The Management Board advises that:

- The review should take place immediately and be completed as a matter of urgency. The review will help inform Joint Committee and the Regional Leadership Board of present strengths and areas which need improving and require change.
- The review alongside the wider regional discussion on public service collaborative working arrangements will help Joint Committee determine the shape of the future MD role and Regional Educational Governance.
- Subject to the outcomes of the above discussions, any further revised operating arrangements or appointments should go live as soon as possible. Delay would risk compromising GwE inspection outcomes in the Autumn of 2017.

3.4 The Management Board have identified interim roles in relation to the intervening period.

- Arwyn Thomas will become the Interim Managing Director on a part time basis and will lead with support from the Lead Director on a review of GwE's school improvement role and governance structures.

- Ian Budd will continue in the role of Lead Director and will undertake a review of GwE business support.
- Dr Gwynne Jones has become Lead Chief Executive.
- The Interim Managing Director will link regularly with the Lead Director and Lead Chief Executive on progress.
- The Interim Managing Director will provide mentoring support to the two assistant directors.
- Rhys Howard Hughes and Alwyn Lloyd Jones will continue in their present roles, taking responsibility for delivering the current GwE and Local Authority 2016-2017 Business Plans and supporting the Interim Managing Director and Lead Director in sharing meeting workload.
- The review will develop bespoke solutions that meet the needs of Authorities in North Wales and focus on developing further leadership capacity within the region.
- An update discussion on the review will take place at the next Joint Committee and at the following Regional Leadership Board.
- The first quarterly monitoring reports for the regional and individual Local Authority business plans are also due this cycle.

4.0 Recommendations

4.1 Joint Committee are recommended to support:

- the secondment arrangements;
- the interim operating roles;
- the review of operating arrangements (with a report to the next Joint Committee meeting); and
- a report on an appointment process for a new Managing Director at a special Joint Committee meeting early in the New Year.

5.0 Financial Implications

5.1 The recommendation of the Regional Leadership Board and the region's Chief Executives is that the Interim MD is funded on a 0.8 basis and the Lead Director on a 0.2 basis during the period of the interim arrangements in order for them to fulfil their responsibilities and to support further backfill arrangements.

6.0 Equalities Impact

6.1 Any structural or person specification changes will be subject to equalities impact and compliance work.

7.0 Personnel Implications

7.1 Any workforce planning or structural change tasks will be subject to workforce consultation and decision making protocols.

8.0 Consultation Undertaken

8.1 Informal consultation has been undertaken with the GwE Management Board, Local Authority Chief Executives and the Chair of the Joint Committee.

OPINION OF THE STATUTORY OFFICERS

Monitoring Officer:

It is necessary for the Joint Committee to confirm some steps taken following the resignation of the Managing Director and I will advise on this in the meeting. In relation to the recommendation that GwE's organisation is reviewed it is important to keep in mind that some elements have been reserved to individual councils and others are matters within the current terms of reference of the Joint Committee. It is essential that the proposed review receives appropriate and timely advice as the work develops in relation to the internal governance arrangements of the partnership and the external context.

Statutory Finance Officer:

I confirm that the financial implications noted in section 5.1 will be financed from within the existing GwE budget.