

**CYNGOR SIR POWYS COUNTY COUNCIL.**

**CABINET EXECUTIVE**

**30 July 2019**

**REPORT AUTHOR:** Dr Caroline Turner, Chief Executive

**SUBJECT:** Leadership Arrangements for the Education Service

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**REPORT FOR:** Decision

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**1. Summary**

**1.1** Earlier this year, as part of the Acting Chief Executive's restructuring of the Senior Leadership Team, the position of Director of Education was deleted. The postholder, Ian Budd, left the Authority to go to another role on the 31st March 2019, and Dr Alec Clark moved into the new role of Head of Education. Within the new Operating Model, the Head of Education reported to the Corporate Director, Children and Adults (who is also the statutory Director of Social Services); the line-management arrangements were changed from the 1st May 2019, with the Head of Education reporting directly to the Chief Executive.

**1.2** Alec Clark has recently resigned from his position and will be leaving the Authority on the 27th August to take up a post at an Education Trust in the South of England.

**1.3 Current Situation**

Some County Councillors raised concerns in 2018 regarding the new structure, in particular the decision to delete the role of Director of Education. This concern was also expressed by the Welsh Government, Wales Audit Office and the Improvement and Assurance Board.

The Chief Executive and Head of Paid Service took the decision in April 2019 to remove responsibility for Education from the Corporate Director of Children and Adults to allow her to focus on improvements in Social Services. Both Adult Services and Children's Services are expecting re-inspections from Care Inspectorate Wales within the next twelve months, following highly critical Inspection reports during 2017.

**1.4** With the position of Head of Education being vacant from the end of August, and taking into account the issues raised by Members, I have taken the opportunity to reconsider how responsibility for education and learning would be more appropriately undertaken in the new structure.



## **2. Proposal**

- 2.1** To delete the post of Head of Education and replace it with a new post – Chief Education Officer – which will be referred to as the Director of Education.
- 2.2** This role will have strategic responsibility for key areas in the Schools Service including school improvement and financial management, and will be accountable to the Chief Executive.
- 2.3** One of the key tasks will be to address recommendations in Estyn's Inspection Report, lead staff within the Education Service and actively engage with Head Teachers and Governors.
- 2.4** The new role will not be at Corporate Director level since the postholder will focus exclusively on Education and Lifelong Learning. The postholder will not therefore be a member of the Executive Management Team.
- 2.5** The new post will need to be taken through a Job Evaluation process to confirm the grade. The intention is that the post will be at Director level and will be a member of the Senior Leadership Team. By positioning the post at this level, the aim is to attract a good field of candidates, including experienced Head Teachers.
- 2.6** The higher grade and salary for the role reflects the fact that the service:
  - 2.6.1** Is subject to regular inspections.
  - 2.6.2** Has the highest budget allocation for all services within Powys County Council at £93 million, which is 40% of the Council's Revenue budget; in addition, the Service also has the largest Capital budget at £48 million.
  - 2.6.3** The postholder will in future report directly to the Chief Executive rather than to a Corporate Director.
- 2.7 Cost Implications**
  - 2.7.1** The additional cost of increasing the grade of the post is relatively modest at a maximum of £ 8,267; this can be funded from the Service's budget. The full cost implications are set out in the attached confidential Appendix C
- 2.8 Recruitment Process**

The Authority was recently inspected by Estyn, who are expected to publish their report mid-September. I have decided to advertise the vacant post after the publication of Estyn's Inspection Report. This will ensure that potential candidates are clear about the challenges facing the Education Service, and the selection process will test candidates'



experience and knowledge, as well as their ability to take the service forward in line with the findings and recommendations of the report. A timetable for recruiting to the permanent role is attached at Appendix A; it is anticipated that the successful candidate would be offered the role mid- November, with a start date anticipated in April 2020. The Council's Appointments Panel will agree a short-list of candidates to be considered, and will interview a selection of candidates following an appraisal process to be arranged by Human Resources.

## **2.9 Interim Arrangements**

Alec Clark leaves the Authority at the end of August, whilst the new Chief Education Officer is unlikely to be in post until early 2020, possibly April 2020. We therefore need to put robust interim arrangements in place, with capacity to immediately address the findings and recommendations of Estyn's Inspection Report. This is likely to be for a period of up to eight months.

## **2.10 There are two elements to the proposed interim arrangements:**

**2.10.1 Internal** - an internal appointee, to be designated as Interim Chief Education Officer at a Head of Service Grade. This will provide an opportunity for an individual from the Education Service to act up for up to eight months, providing continuity in terms of leading staff during a time of uncertainty. This opportunity has been offered to all staff within the Education Service, with a short and simple process of inviting Expressions of Interest and a Curriculum Vitae, with an informal interview with the Chief Executive, a Corporate Director, Human Resources and Portfolio Holder. Following the appointment, it may be necessary to back-fill the individual's substantive post for the duration of the interim arrangements. This individual will become a member of the Authority's Senior Leadership Team for the duration of the interim arrangements.

**2.10.2** In addition, it is also proposed to establish a temporary post of Business/Programme Manager for 18 months the post-holder will:

- develop and manage the new Service Improvement Plan, following the recommendations of Estyn's Inspection Report
- liaise with Estyn as we prepare for the Post-Inspection Meeting in October 2019, regular Monitoring Visits, and an Improvement Conference during the Autumn of 2020
- commission reports for any new governance arrangements that may be put in place to oversee and challenge the improvement process that may be put in place as a result of the Inspection findings.
- be an essential conduit between Schools, Schools Service and Corporate Oversight.

**2.10.3 External** - external expertise, to support the Interim Chief Education Officer and the Service as we implement a robust Service Improvement Plan. Geraint Rees has indicated his willingness to undertake this role, supported by two other individuals, both of



whom will bring specific experience to address some of the areas for development identified by Estyn during their inspection. Geraint and one other will both work an average of three days a week, until the new Director takes up post. The third individual will work on a Task and Finish basis, undertaking a specific piece of work on Additional Learning Needs; at this stage it is anticipated that this input will be required for up to six months, with the possibility of light-touch guidance and support beyond that. A pen picture of Geraint Rees is found at Appendix B, along with a brief outline of the roles of the three external experts. We are unable to include the names of two of the individuals at this stage due to the need to complete contractual arrangements.

## **2.11 Cost Implications of Interim Arrangements**

The full cost implications of the Interim Arrangements are set out in confidential Appendix C. Cabinet should note that Alec Clark's last day of service with Powys County Council will be Tuesday 27th August; his salary for the remaining seven months of the 2019-20 is therefore available to partially fund the costs. However, additional funding in the maximum sum of £178,000 will also be needed in 2019/20, with the additional cost being vired from the corporate contingency budget. It is unclear at this stage whether some of the arrangements may need to continue into 2020-2021.

## **3. Impact Assessment**

3.1 Is an impact assessment required? ~~Yes~~/No

## **4. Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? ~~Yes~~/No

## **5. Communications**

Have Communications seen a copy of this report? ~~Yes~~/No

Corporate Communications team will be asked to support the Chief Executive in outlining the interim arrangements and time-table for appointing a substantive Director of Education.

## **6. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

6.1 Legal: The recommendations can be supported from a legal point of view.

6.2 Finance



The Section 151 officer has confirmed that the additional cost of this interim arrangement can be funded from a corporately held contingency budget.

6.3 Corporate Property: there are no implications since the three external experts will be able to work flexibly and remotely within County Hall and across the schools estate within the County.

6.4 Human Resources have been involved in drawing up these recommendations, and will support the process of appointing an interim Chief Education Officer, as well as recruiting a substantive Director of Education. The Corporate Procurement Officer is advising on the contractual arrangements for the three external experts.

6.5 ICT – there are no implications for the interim Chief Education Officer or the substantive appointment of a Director of Education. However, one of the three external experts will need a lap-top and all three will require email accounts to enable them to work effectively in support of the Education Service and schools within the County.

**7. Scrutiny**

Has this report been scrutinised? ~~Yes~~/ No

**8. Statutory Officers**

8.1 The Solicitor to the Council (Monitoring Officer ) commented as follows :  
“ I note the legal comments and have nothing to add to the report.”

8.2 s151 comments - The Section 151 officer has confirmed that the additional cost of this interim arrangement can be funded from a corporately held contingency budget.

**9. Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

**10. Future Status of the Report**

(This section must be completed if the report is a confidential/exempt report)

Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

The view of the Monitoring Officer is that: The confidential Appendices B and C should remain confidential as they contain personal information.



<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<ol style="list-style-type: none"> <li>1. That Cabinet approve the restructure set out in paragraphs 20.1 to 2.8 of the report.</li> <li>2. That Cabinet approve the interim arrangements set out in paragraphs 2.9 to 2.11 of the report.</li> <li>3. That Cabinet agree to vire a maximum of sum of £178,000 in 2019 /20 from the corporate contingency to budget to fund the decisions in 1 and 2 above</li> </ol>	To ensure that appropriate line management and support arrangements are in place following the resignation of the Head of Service and the Estyn Inspection

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	N

<b>Relevant Local Member(s):</b>	<b>All Members</b>
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<b>Person(s) To Implement Decision:</b>	<b>The Chief Executive /Head of Paid Service</b>
<b>Date By When Decision To Be Implemented:</b>	<b>As soon as possible</b>

<b>Is a review of the impact of the decision required?</b>	<b>N</b>

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### **Background Papers used to prepare Report:**



## Appendix A

### Recruitment Time Table – Chief Education Officer

Task	Date
Advert to be published	Week commencing 23 <sup>rd</sup> September, 2019
Closing Date	Week commencing 14 <sup>th</sup> October 2019
Redacted info out to Members	Week commencing 21 <sup>st</sup> October 2019
Shortlisting	Week 28 <sup>th</sup> October 2019
Psychometric Testing	By 10 <sup>th</sup> November 2019
Psychometrics sent for analysis	Week commencing 11 <sup>th</sup> November 2019
3 x Interview Panels *	19 <sup>th</sup> November 2019
Formal Interview – Appointments Committee	20 <sup>th</sup> November 2019

\*Professional Panel/ Governor Panel/ Young People Panel