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| Meeting of:   | <b>Senior Management Appointment Committee</b>   |
| Date of Meeting:  | <b>Tuesday, 26 February 2019</b>   |
| Relevant Scrutiny Committee:  | No Relevant Scrutiny Committee   |
| Report Title:   | Recruitment and Selection Arrangements for the Head of Standards and Provision   |
| Purpose of Report:  | To provide an update on the recruitment and selection arrangements for the post of Head of Standards & Provision and to ask the Committee to confirm a short -list of candidates for interview by the Committee. |
| Report Owner:   | P Ham, Director of Learning & Skills - Tel 01446 709161  |
| Responsible Officer:  | P Ham, Director of Learning & Skills - Tel 01446 709161  |
| Elected Member and Officer Consultation:  | Cabinet Member for Learning & Culture<br>R Thomas, Managing Director - Tel 01446 709202<br>A Unsworth, Operational Manager HR Business Partnership - Tel 01446 709359  |
| Policy Framework:   | The final decision of the Senior Management Appointments Committee will be referred for information to Council.  |
| <p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report provides the Committee with an outcome of the recruitment arrangements and long-listing process conducted by the Director of Learning and Skills. Following a preliminary assessment process, the Director of Learning and Skills will verbally feedback the outcome to the Committee.</li> <li>• Committee will be asked to short-list candidate (s) to be invited to final interview on 11th March 2019</li> </ul> |  |

## **Recommendations**

1. To note the information presented and as outlined within the report and confirm a short list of candidates for interview by the Committee.

## **Reasons for Recommendations**

1. To ensure the appointment is progressed in accordance with the requirements of the Council's constitution.

## **1. Background**

- 1.1 The Senior Management Appointment Committee met on 19th December 2018 and approved the arrangements to fill the new position of Head of Standards and Provision within the Learning and Skills Directorate.
- 1.2 Members will recall that this new position was approved at Cabinet on 17th December 2018.
- 1.3 The new Head of Service position will lead on the following areas:
  - School Improvement related matters and client relationship management in relation to the Central South Consortium
  - Early Years Education in non-maintained settings
  - Early Years Partnership
  - Behaviour Management
  - Engagement and Progression: Young People not in, or at risk of not being in education, employment or training (NEET)
  - Pupil Referral Unit and commissioned services for inclusion
  - SEREN Programme
  - Vulnerable Groups (Children Looked After (CLAR), Gypsies and Travellers, minority ethnic groups, refugee and asylum seekers, young carers, young offenders, learners educated otherwise than at school, learners with English as an additional language)
  - Youth services – including universal and targeted provision, ESF projects and participation
  - Post 16 strategy
- 1.4 For the information, consideration and approval of Members a copy of the agreed Job Description and Person Specification in respect of the post of Head of Standards & Provision are attached at Appendix A and Appendix B of this report.

## **2. Key Issues for Consideration**

- 2.1** In accordance with the prior approval of the Committee the post of Head of Standards and Provision was advertised externally and within the Council with a closing date of the 22nd January 2019.
- 2.2** The recruitment campaign attracted five applications (all applicants were external to the Council). As agreed with the Committee, longlisting was undertaken by Director of Learning and Skills in consultation with the Managing Director and the Cabinet member for Learning and Culture.
- 2.3** Four applications met the requirements of the agreed Person Specification to form the long-list. However, this long-list has now been reduced to three as a result of the withdrawal of one of the long listed candidates.
- 2.4** Accordingly, three applicants proceeded to a preliminary assessment process with which took place on Tuesday 19th February 2019. This process included: psycho-metric testing prior to the day, a technical interview, an in-tray exercise and a presentation to a Head-Teacher panel.
- 2.5** A copy of the application forms in respect of the three candidates will be circulated to Members under separate cover prior to this meeting which Members will be invited to discuss the application forms and preliminary assessment of each candidate at the meeting under the "Part II" provisions of Access to Information legislation.
- 2.6** It is proposed that, at this meeting of the Committee, Members receive verbal feedback on the outcome of the assessment process from the Director of Learning and Skills together with recommendations for a final short-list of candidates to be interviewed by this Committee on the 11th March 2019.
- 2.7** Members are asked to agree a shortlist of candidate (s) for final interview.
- 2.8** At the final interview stage, it is suggested that Members of this Committee receive a presentation and interview the short listed applicant (s) and that Members then determine if any candidate is suitable for appointment to the post.
- 2.9** A list of the suggested questions and presentation topic will be circulated at the next meeting of the Committee for consideration and determination by Members.
- 2.10** Members are requested to bring the shortlisted application form (s) to the meeting of this Committee to assist the selection process. Interviews will be conducted under "Part II" provisions of Access to Information legislation.

## **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** The new structure seeks to respond to the longer-term needs of the Directorate, the wider Council and reflect the need to deliver services in a financially sustainable manner.
- 3.2** 3.2 Appointment to the Head of Standards and provision will support the delivery of Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale, the Council's objective of raising overall standards of achievement and the following priorities:

- Improve standards of achievement for pupils through sharing excellence between schools and targeting of resources
- Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals
- Increase learning opportunities for disadvantaged individuals and their families
- Reduce the number of young people not in education, employment or training
- Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses
- Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services

## **4. Resources and Legal Considerations**

### **Financial**

- 4.1** Appointment to the above post will be on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities and on the current Head of Service salary range of between £70,180 and £77,978 (effective 1 4 2019).

### **Employment**

- 4.2** The Head of Standards and Provision would have responsibility 61 WTE staff and a budget of £4.4 million plus an additional £6 million post 16 funding which this post would be responsible for allocating to school 6th forms in line with an agreed programme. The Head of Additional Learning Needs and Wellbeing would have responsibility for 59 WTE and a budget of £7.65 million.

### **Legal (Including Equalities)**

- 4.3** None.

## **5. Background Papers**

Appendix A - Head of Standards and Provision Job Description

Appendix B - Head of Standards and Provision Person Specification

Part II - Application forms of three longlisted candidates



**THE VALE OF GLAMORGAN COUNCIL**

**JOB DESCRIPTION**

|                               |   |  |
|-------------------------------|---|--|
| <b>DESIGNATION/POST TITLE</b> | : | Head of Standards and Provision  |
| <b>POST NUMBER</b>            | : | Y-AA-SP001   |
| <b>DEPARTMENT/DIRECTORATE</b> | : | Learning and Skills  |
| <b>DIVISION/SECTION</b>       | : | Standards and Provision  |
| <b>LOCATION</b>               | : | Civic Offices  |
| <b>POST GRADE</b>             | : | Head of Service  |
| <b>RESPONSIBLE TO</b>         | : | Director of Learning and Skills  |
| <b>MAJOR PURPOSE OF POST</b>  | : | Lead on school improvement related matters and client relationship management in relation to the Central South Consortium. The position will secure the education outcomes of vulnerable pupils including children who are looked after, those who have English as an additional language and those who are not in school. |

**MAIN DUTIES AND RESPONSIBILITIES**

*The job description refers to the principal duties and responsibilities of the Post. It does not necessarily list in detail all the tasks required to carry out these duties and responsibilities.*

**A/ MAIN PURPOSE OF POST**

- 1 To act as the Head of Service for the relevant service area within Learning and Skills.
2. Develop and manage the implementation of the Service Plan, so as to ensure that agreed priorities and policy objectives are met.

3. Work with the Director of Learning and Skills to provide leadership, management and strategic direction for the Directorate.
4. Deputise for the Director of Learning and Skills as required
5. Work with and support Cabinet Members, Scrutiny Members and all Elected Members in their ward roles.
6. Commissioning, deliver and continuously improve services in accordance with the needs of the people of the Vale of Glamorgan and the Council's improvement agenda.
7. Work in partnership with other Council services and external organisations to achieve common objectives in accordance with the Corporate Plan and Community Strategy.

## **B/ CORPORATE RESPONSIBILITIES AND OBJECTIVES**

8. Contribute to the effective strategic management of the Council and the Directorate of Learning and Skills as a member of the Departmental Management Team and to promote and represent the work of the Council and our partner agencies.
9. To support the delivery of the Council's budget priorities through the robust management of resources within the postholder's service and by ensuring that services are provided cost effectively.
10. Promote a strong culture of performance management to ensure high levels of performance, the meeting of performance targets and the continuous improvement and development of services.
11. To anticipate, monitor and identify strategic issues and changes which affect the service area and develop effective responses to meet such changes
12. Contribute to transformational change across the Council and ensure that organisational development initiatives, policies and plans are implemented and properly embedded.
13. To ensure a responsive customer-focused approach in the planning, commissioning and delivery of services
14. To explore opportunities to improve the effectiveness and efficiency of services through collaboration, partnership working and continuous challenge.
15. Produce an annual Service Plan and ensure the development of Team Plans for the Service area concerned
16. Ensure that the principles of equality of opportunity are integrated and actively pursued both within the directorate and in all areas of service provision

17. Attend and contribute to meetings of the Cabinet, Scrutiny and other Council meetings as appropriate
18. Ensure compliance with the Council's Financial Regulations, Standing Orders, Policies and Procedures

## **C/ OPERATIONAL RESPONSIBILITIES**

19. Commission/provide the following functions achieving appropriate and agreed quality standards:
  - Continually review provision in order that it meets needs, is of a high quality and is efficient, ensuring that quality frameworks, service level agreements and contracts are in place.
  - Secure the education outcomes of vulnerable pupils including children who are looked after, those who have English as an additional language and those who are not in school.
  - Secure the effective delivery of behaviour services, low numbers of exclusions, provision for excluded pupils and work with schools to secure high levels of school attendance.
  - Ensure the early identification of pupils at risk of becoming 'not in education, employment and training' and secure their engagement and progression.
  - Secure effective delivery of prevention, early intervention and support services in partnership with other voluntary and statutory agencies in relation to Vulnerable Groups.
  - Support the development of skills and expertise in schools and other settings in relation to Vulnerable Groups.
  - To provide Youth Support Services.
  - Develop and maintain strategies for pupil engagement and participation.
  - Ensure that children, young people and parents/carers are effectively engaged in decisions about service provision and development.
  - Contribute to work to identify schools causing concern and contribute to their improvement.
  - Ensure effective implementation of safeguarding policies and practices in schools and across the directorate.
  - To undertake the lead client school improvement function in partnership with the Central South Consortium.
  - To maintain a secure knowledge of the performance of schools in the Vale of Glamorgan.
  - Support the Director of Learning and Skills in ensuring the accountability of the Central South Consortium for delivery of the School Improvement Service in the Vale of Glamorgan.
  - Lead the school improvement function in relation to non-maintained early years settings.

- Coordinate the strategic planning of early years provision across the Vale of Glamorgan.
20. To provide and promote clear leadership and performance management within the service ensuring the effective performance of all managers.
  21. Oversee the development and maintenance of performance management systems to ensure the meeting of targets and the continuous development of services
  - 22 To ensure the effective management, planning and deployment of the budget and wider resources across the relevant service areas in accordance with service plans and the longer range strategic objectives of the Council.
  - 23 To ensure that there are clear communications and well defined accountabilities within the service area
  24. Maximise income and external funding opportunities in line with Council Policy
  25. Develop and maintain operational procedures to assist and guide staff to meet both statutory and Council policy requirements.

#### **D/ COUNCIL WIDE RESPONSIBILITIES**

- Ensure compliance with the Council's Financial Regulations, Standing Orders, Policies and Procedures
- To implement the principles of the Council's Equal Opportunity Policy whilst carrying out the above duties
- To adhere to Health and Safety legislation / relevant Council policies and procedures and to take reasonable care for the health and safety of yourself and other persons who may be adversely affected by your acts / omissions.
- To implement the principles of the Council's Environment Policy while carrying out the above duties.
- To report without delay any safeguarding concerns to the appropriate safeguarding officer.
- Such other duties and responsibilities commensurate with the grade and in accordance with the general character of the job as may reasonably be required by the Chief Officer from time to time.



**SIGNED:**  
(Director/Chief Officer)

**DATED:**

**SIGNED:**  
(Postholder)

**DATED:**

## Appendix B

### Person Specification

|          |                         |               |  |             |                     |
|----------|-------------------------|---------------|--|-------------|---------------------|
| Post No  | Y-AA-SP001              | Designation:  | Head of Standards and Provision            | Department: | Learning and Skills |
| Section: | Standards and Provision | Completed By: | Paula Ham, Director of Learning and Skills | Date:       | September 2018      |

The Person Specification outlines the main attributes needed to adequately perform the post specified. In drawing together the specification, a critical examination of the job description has been undertaken to pinpoint those elements of the post deemed as essential.

The Person Specification is intended to give prospective candidates a better understanding of the post requirements. It will be used as part of the recruitment process in identifying and shortlisting candidates. You should refer and address each point of the Person Specification, giving evidence of what skills, experience and knowledge you have in each of these areas. Always be specific. Do not use general phrases such as “I have the necessary skills...” or “I am confident I can do the job well...”. The shortlisting panel will need to know how you meet the requirements based on the evidence you provide.

|    |                                 | Essential   | Desirable  | Ascertained by  |
|----|---------------------------------|---|--|---|
| 1. | <b>Experience and Knowledge</b> | <ul style="list-style-type: none"> <li>At least five years significant and relevant senior management experience in a large and complex organisation.</li> <li>Experience of working collaboratively with a range of stakeholders.</li> <li>Experience of developing strategies to meet business objectives, commissioning services and monitoring and evaluating outcomes.</li> <li>Practical experience of meeting relevant legislation.</li> <li>Experience of successful budget management.</li> <li>Evidence of effective partnership working.</li> <li>Evidence of tackling underperformance.</li> <li>Awareness and understanding of current Education issues and challenges, including safeguarding.</li> </ul> | <ul style="list-style-type: none"> <li>Experience of Estyn inspections.</li> </ul> | <ul style="list-style-type: none"> <li>Past/current employment recorded on job application form.</li> <li>References.</li> <li>Interview (for short listed candidates).</li> <li>Presentation (for short listed candidates).</li> </ul> |

|           |                                    | <b>Essential</b>  | <b>Desirable</b>  | <b>Ascertained by</b>   |
|-----------|------------------------------------|---|---|---|
| <b>2.</b> | <b>Skills and aptitudes</b>        | <ul style="list-style-type: none"> <li>• Excellent management, leadership and organisational skills.</li> <li>• Effective communication skills, both written and oral.</li> <li>• Capacity to work across departmental boundaries and contribute to corporate working.</li> <li>• Sensitive to and adept at developing effective working relationships with elected members/governors/headteachers/parents/voluntary sector.</li> <li>• Capacity to develop and effectively use management information systems.</li> <li>• Good project and risk management skills to deliver on time and within budget.</li> <li>• The ability to think strategically and work flexibly.</li> <li>• Able to analyse complex issues and present imaginative and practical solutions.</li> <li>• Strong influencing and negotiating skills.</li> </ul> | <ul style="list-style-type: none"> <li>• Welsh language skills</li> </ul>                   | <ul style="list-style-type: none"> <li>▪ Application form and for short listed candidates, interview questions.</li> <li>▪ Assessment Centre.</li> </ul>                        |
| <b>3.</b> | <b>Qualifications and training</b> | <ul style="list-style-type: none"> <li>• A qualified teacher</li> </ul>   | <ul style="list-style-type: none"> <li>• Post Graduate Management qualification.</li> </ul> | <ul style="list-style-type: none"> <li>• Application form and verification of examination certificates.</li> </ul>  |
| <b>4.</b> | <b>Attitude and motivation</b>     | <ul style="list-style-type: none"> <li>• Capacity to build partnerships with other organisations.</li> <li>• Capacity to work outside normal office hours as required.</li> <li>• Ability to enthuse and motivate colleagues.</li> <li>• Customer focused approach to service delivery and improvement.</li> </ul>  |   | <ul style="list-style-type: none"> <li>▪ Application form</li> <li>▪ Interview (for short listed candidates).</li> <li>▪ Presentation (for short listed candidates).</li> </ul> |
| <b>5.</b> | <b>Other (please specify)</b>      | <ul style="list-style-type: none"> <li>• Ability to drive/travel throughout the Vale or between locations as appropriate</li> </ul>   | <ul style="list-style-type: none"> <li>• Ability to speak / learn welsh</li> </ul>          |   |