

<b>Committee(s)</b>	<b>Dated:</b>
Education Board – For Information	12 January 2017
Establishment Committee – For decision Court of Common Council – For decision	Urgency 12 January 2017
<b>Subject:</b> Appointment of Strategic Education and Skills Director	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Mark Emmerson	

### Summary

This report outlines the creation of a permanent role intended to support the delivery of the Education Strategy and have oversight and development of adult education and skills based training including the City Corporation’s commitment to 100 new, high quality, apprenticeship positions in 2017/18.

### Recommendation(s)

- The Establishment Committee Chairman and Deputy Chairman are asked to agree the creation of the post of Strategic Education and Skills Director subject to the approval of the Court of Common Council
- The Education Board is asked to note the report

### Main Report

#### Background

1. Since September 2015 in support of the work of the Education Board and the delivery, monitoring and review of the Education Strategy the City Corporation has engaged a temporary Education Strategy Director and created posts of Education Policy Officer and part-time Assistant Policy Officer.

#### Current Position

2. At the Education Board in September 2016 it was agreed that this post would be held temporarily by the Chief Executive Officer of City of London Academies Trust (CoLAT) while there was consideration of the scope and breadth of the position in the light of changes to the strategic priorities within the Department of Community and Children’s Services(DCCS).

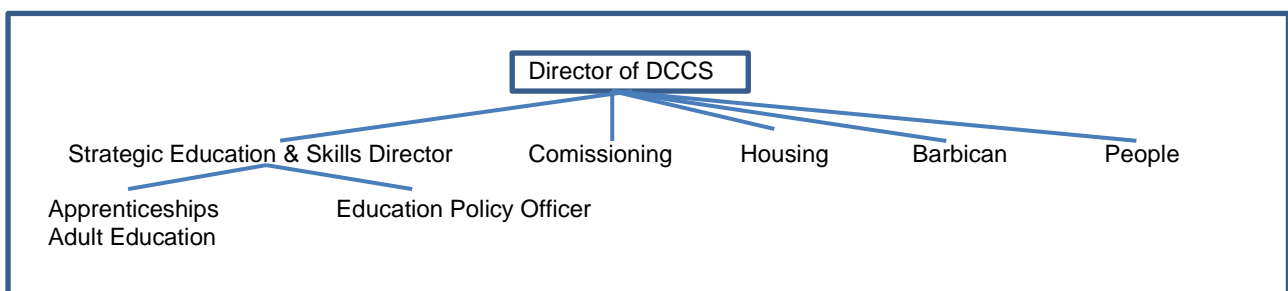
#### Options

3. Consideration has been given to the current scope and remit of DCCS and particularly the need to develop stronger oversight of the rapidly growing area of adult education, skills and apprenticeships.

4. It was also clear that the current temporary position of the Education Strategy Director post sitting in and alongside the CEO of CoLAT position presents potential conflicts of interest that need to be resolved as soon as is practical.

## Proposals

5. The role of the Strategic Education Director is to oversee the delivery of the City of London Corporation's Education Strategy 2016 – 2019, lead the Education Unit and maintain strategic relationships with key stakeholders. It has also been agreed that the City Corporation will be an Employer-Provider and that the current apprenticeship service will be the provider for Apprentices that fall under the new apprenticeship scheme. It is appropriate to bring these responsibilities under the management of a permanent Strategic Education and Skills Director post which includes oversight of the Apprenticeship programme within a broader skills development brief.
6. It is therefore proposed that the current Adult Skills and Education Service is transferred from Commissioning and Partnerships to the new service area. This has been put in place informally already as part of the current interim arrangements. A separate report will be made to the Establishment Committee regarding the restructure of this service in light of the expanded apprenticeship service and change in line management.
7. The proposed post of 'Strategic Education and Skills Director' is attached as Appendix 1
8. The strategic structure within DCCS would incorporate this post as outlined below.



## Corporate & Strategic Implications

9. The post has been evaluated at Grade I and therefore needs the approval of the Establishment Committee and Court of Common Council.
10. This post needs to be advertised without delay. The position requires a professionally qualified and experienced Director and it is important that we recruit to a high level of skills and experience to do the job.

11. The top of Grade I, including London Weighting is £79,830. It is strongly believed that with a Market Forces Supplement awarded to the grade, the position will be far more attractive to potential candidates.
12. A Market Forces Supplement (MFS) of £12,000 is recommended to be applied to this post.
13. Appendix 3 provides background to the salary benchmarking for the Strategic Education and Skills Director post against market comparators. The salary proposed is between the upper quartile and upper decile because of the nuances around public and private sector education which would not normally be the requirement in a LA, together with the political acumen required which is a key part of this role. This is expected to be broader than some in the upper quartile category.
14. It is proposed that the appointment panel for this senior post will comprise of the Chairman of the Education Board, Town Clerk, the Director of Community and Children's Services and the Director of Corporate Human Resources.

## **Implications**

15. The funding for this post has already been established and has been accounted for within the existing Education Board budget.

## **Conclusion**

16. There is a need to secure long term strategic leadership, monitoring and review of the Education Strategy and combine it with the responsibility for adult education and the new City Corporation commitment to apprenticeships. The creation of a permanent post of Strategic Education and Skills Director is the most effective and efficient way of ensuring that these key City Corporation functions are delivered.

## **Appendices**

- Appendix 1 – Education and Skills Director - Job Description
- Appendix 2 – Education and skills Director – Person Specification
- Appendix 3 - Benchmarking salary comparisons

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## Appendix 1

JOB DESCRIPTION	
<b>Job Title</b>	Strategic Education and Skills Director
<b>Department</b>	Community and Children's Services
<b>Grade</b>	Grade I
<b>Location</b>	Guildhall
<b>Responsible to</b>	Director of Community and Children's Services
<b>Responsible for</b>	Education Unit

### Purpose of Post

The role of the Strategic Education Director is to oversee the delivery of the City of London Corporation's Education Strategy 2016 – 2019, lead the Education Unit and maintain strategic relationships with key stakeholders. The postholder will report to the Director of Community and Children's Services.

### Key Performance Areas:

- To manage the Education Unit, oversee the delivery of the City of London Corporation Education Strategy 2016 – 2019, and provide expert educational advice to the Director of Community and Children's Services.
- To oversee the City Corporation's Education Budget, including ensuring that capital funds allocated to the City Corporation for academy expansion projects are distributed in accordance with the City Corporation's procurement procedures.
- To lead the City Corporation's adult learning services and to develop the future direction to meet the needs and aspirations of learners.
- To develop and advance the City Corporation's Apprentice Programme in line with the corporate strategic initiatives and standards in order to ensure the highest standards of excellence are achieved.
- To maintain a strategic relationship with the City of London Academies Trust, in accordance with the Sponsorship Agreement.
- To work with the City Corporation's academy co-sponsors to secure robust oversight of the academies they jointly sponsor, and to represent the Director of Community and Children's Services at sponsor meetings.

- To provide expert advice to the Director of Community and Children's Services on the development of opportunities to expand the City's role in education, including the provision of additional school places, the expansion of existing provision and opportunities to sponsor additional academies.
- To represent the Director of Community and Children's Services at regular meetings with the Headteachers' and Chairmen of Governors for the City's schools.
- To oversee the sponsors role within the agreed accountability framework for the City schools, to ensure the identification of any early signs of underperformance, and to promote continuous improvement and excellent education outcomes.
- Be a member of the Director Leadership Team and work collaboratively with other cross-functional Directors and Assistant Directors to drive the strategy and performance of the organisation.

### **Main Duties & Responsibilities**

1. Lead the delivery of the City's Education Strategy, reporting to the Director of Community and Children's Services, and the Education Board, on the delivery of the Education Strategy, Adult Learning Strategy, Apprenticeship Strategy and other education related matters
2. Develop, lead, and performance manage the Education Unit, ensuring officers are fully engaged with, and delivering against, identified outcomes.
3. Maintain an overview of the progress and performance of the City family of schools, reporting as required to the Director of Community Children's Services, Members and external agencies and partners.
4. Maintain a strategic relationship with the City of London Academies Trust working closely with the Chief Executive Officer, in accordance with the Sponsorship Agreement, to ensure that Education Strategy, vision, and sponsorship Agreement are upheld.
5. Work with headteachers/principals, school governors, and academy co-sponsors to support high educational standards for all children and young people, paying particular attention to the most disadvantaged groups.
6. Work closely with City Of London Departments and Human Resources to ensure the successful delivery of the Corporations internal apprenticeship programme
7. Work with partners to promote prevention and early intervention so that emerging problems are dealt with before they become more serious.

8. Use data analyses to identify strengths and weaknesses that need to be addressed in City schools.
9. Provide robust challenge, support, professional and intellectual leadership to peers and colleagues, motivating and inspiring them to deliver ambitious development plans.
10. Work closely with other members of the Director Leadership Team to foster effective, collaborative relationships between central functions and the City family of schools.
11. Take lead responsibility, as directed by the Director of Community and Children's Services, in representing the City of London, as a public speaking advocate for the City in relation to Education Strategy and other issues as required.
12. Maintain effective links with relevant local and national agencies.
13. Actively seek to implement the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give due regard to the health and safety of both themselves and others when carrying out their duties.
14. Actively seek to implement the City of London's Equal Opportunity Policy and the objective to promote equality of opportunity in relation to the duties of the post.
15. To undertake any other duties that may reasonably be requested appropriate to the grade.
16. Comply with the City Of London Financial Regulations and properly monitor and report budget outturn positions on a regular basis as required, including alerting the Line Manager and Chamberlains representative of any significant budget variance in a timely manner and taking appropriate corrective action.

### **Qualifications, Experience & Knowledge**

- High Level graduate with evidence of continued professional development (e.g. Postgraduate).
- A broad base of successful experience across a range of educational establishments including senior leadership at a school, local authority or academy trust.
- Extensive experience of working in a large, complex political environment with an understanding of the unique role of the City of London Corporation.
- A proven track record of working effectively with Headteachers and Principals to provide support and challenge, and to encourage collaboration and school-to-school support.

- A knowledge of a range of approaches to leadership and management in schools, adult learning and apprenticeships and how to prevent and tackle underperformance in different contexts and at all levels.
- A knowledge of both the current Ofsted and ISI inspection frameworks.
- An excellent advocate and relationship builder able to communicate well and engage with a range of partners and stakeholders including local authorities, DfE and co-sponsors.
- A proven track record of achieving and managing cultural and organisational change and of leading improvement, turning an education strategy into reality and delivering educational improvement in challenging circumstances.
- Excellent organisational skills and expertise in managing an education programme involving multi-disciplinary stakeholders/groups.
- A record of innovative achievements in partnership and joint working with partners and stakeholders.
- The ability to develop and maintain effective partnership arrangements both internal and external to the organisation.
- The ability to identify opportunities through multi-agency working that deliver significant improvements.
- Excellent grasp of National and local agenda for education, adult learning and apprenticeships and an understanding of broader services for children and young people.
- Experienced in identifying and implementing key policy changes.
- Resource/budget management experience.
- Ability to set targets, evaluate performance, provide support and hold people to account.
- Comprehensive knowledge of Education legislation, regulation, policy direction and performance management frameworks. Ability to provide proactive and clear information and advice on these issues to the Director of Community and Children's Services, other senior managers, Elected Members, and colleagues in other organisations
- Effective team leader as well as team player with well-developed influencing skills, able to secure engagement at all levels.
- Authenticity, consistency and passion.

- Exceptional communication skills.
- Excellent interpersonal, presentation and communication skills with the presence and credibility to inspire confidence and engage with a wide range of audiences.
- Able to switch easily from strategy to delivery.
- Organisationally sensitive, with a genuine interest in people and a sound understanding of primary secondary and adult education in areas of social deprivation.

### **Personal qualities**

- An inspiring leader, who demonstrates their commitment to the City's vision, mission and overall direction.
- Personal drive and tenacity to motivate, empower, and support individuals and teams to achieve the City's objectives.
- Action orientated, able to demonstrate a readiness to make decisions, take the initiative and originate action.
- Politically aware and sensitive, with the ability to make progress in complex policy areas, and the intellectual capacity and stamina to deliver an ambitious and diverse education programme.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources.



## Appendix 2

PERSON SPECIFICATION	
<b>Job Title</b>	Strategic Education and Skills Director
<b>Department</b>	Community and Children's Services
<b>Grade &amp; Level</b>	Grade I <b>Level:</b> 5
<b>Location</b>	Guildhall
<b>Responsible to</b>	Director of Community and Children's Services
<b>Responsible for</b>	Education Unit

Please find below the key skills, experience and core behaviours required to undertake this post.

### Technical Skills / Professional Qualifications / Relevant Education & Training

- Extensive and demonstrable management ability at a strategic level in the Education sector
- A deep and thorough understanding of educational issues across all sectors, including a comprehensive knowledge of any relevant legislation, policy direction and advisory guidance, and regulatory and performance management frameworks, and the ability to provide proactive and clear information and advice on any of these to top-level management, elected Members, and external partners and colleagues
- An extensive knowledge of approaches to leadership and management in schools, adult learning and apprenticeships, including the ability to implement and instil a high-performance culture and to set targets in accordance with organisational goals and any prevailing external guidance or requirements, and to strategically direct the meeting of such targets and the prevention and tackling of underperformance in different educational contexts and at all levels
- Proven strengths as an excellent advocate and relationship-builder, able to

develop and maintain a range of effective partnership arrangements with providers and stakeholders both internal and external to the organisation (including other local authorities, DfE and other government agencies) across a very wide spectrum of educational programmes and requirements in different sectors

- A very high level of political awareness and sensitivity, with the ability to develop and drive complex policy in a multifaceted organisation, and to translate this to strategic delivery of an ambitious and diverse programme for education, apprenticeships and related services for children and young people
- Excellent interpersonal, presentation and communication skills with the presence and credibility to inspire confidence and engage with a wide range of audiences
- Excellent organisational skills and expertise that would enable high-quality management of a diverse education programme involving multi-disciplinary stakeholders/groups, incorporating expert understanding of primary, secondary and adult education in areas of social deprivation
- Very good understanding of the unique role of the City of London Corporation in its educational offer, particularly in relation to its independent schools and London Academies

### **Experience Required**

- Experience of proactively working in a large and complex organisation in partnership with external stakeholders, providing expert educational advice to Senior Officers and external partners and overseeing the successful delivery of corporate strategy
- A broad base of successful experience across a range of educational establishments and sectors, including senior leadership at a school, local authority or academy trust
- Significant experience of working effectively with Headteachers and Principals to provide support and challenge, and to encourage collaboration and school-to-school support
- Experience of identifying needs for, strategically directing and leading cultural and organisational change to deliver educational improvement in challenging circumstances in a complex environment
- Experience of controlling and managing significant budgetary and other resources and successfully delivering educational excellence within these

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**Other Relevant Information eg. working hours or desirables (only if applicable)**

- Qualified Teacher Status is desirable.
- Direct senior management experience in one or more of the services relevant to the Children and Young People's Service is desirable.

**Core Behaviours**

**Thinking**

**Planning and Organising...** Managing time, competing priorities and resources in a structured way.

Takes collective ownership for challenging and shaping clear and innovative strategies for CoL.

Ensures vision, strategies and change initiatives are cascaded to all staff.

Takes an active role in contributing to long-term financial and business planning Processes.

Establishes clear internal and external success criteria for education plans and initiatives, and reviews progress against these rigorously – addressing issues as required.

**Analysis and Problem Solving...** Analysing information logically, drawing on one's knowledge and experience base and calling on other references and resources as necessary to generate appropriate and/or creative solutions.

Plans both strategic and tactical approaches to minimise organisational obstacles and resistance when implementing change.

Encourages autonomy, and creates a culture where staff have the freedom and space to think differently.

Fosters cooperative problem solving approaches across the department and beyond.

**Organisational Understanding...** Continually building one's understanding of CoL's structures, priorities and processes. Being sensitive to the work environment and personalities and understanding the impact of our own decisions and activities on other parts of the organisation.

Astute political acumen and awareness gained in complex organisations either within the public or private sector with diverse stakeholders.

Recognises unspoken organisational and departmental limitations at CoL - what change is and is not possible at certain times.

Uses understanding of organisational subcultures to break down silos and 'them and us' mentalities and promote corporate understanding and working.

Accurately reads key power relationships with key stakeholders, members and partners

Understands the reasons for ongoing ineffective organisational behaviour; recognises and articulates potential issues or problems and implements specific changes in functions, or structure to address them.

## **Building Relationships**

**Communication and Influence...** Presenting information and arguments verbally or in writing to improve understanding, influence outcomes and foster engagement and support.

A firm commitment to consultation and communication both internally and externally supported by an inspirational personality and excellent communication skills.

Ability to establish positive relationships and fruitful partnerships between elected Members, senior managers, key players in the City of London and in London local government.

Works effectively with members and key stakeholders and influences behind the scenes to reach desired outcomes.

Presents in a highly skilled, engaging and confident way; commanding respect  
Able to present complex information prepared by others, and handles queries and challenges with confidence.

Encourages open appropriate and transparent communication through establishing and participating in top-down, bottom-up and cross-organisational frameworks, forums and networks.

**Team Working...** Using appropriate interpersonal skills and working cooperatively to contribute to the development and management of positive and cohesive teams and partnerships within CoL and beyond.

Promotes greater cross-departmental working, building links with key players across departments – fostering a ‘one department’ approach.

Identifies potential strategic partners cross borough, commercially, nationally and where appropriate internationally.

Works to ensure partnerships are collegial and mutually beneficial, addressing performance or communication issues swiftly.

Confronts and resolves organisational conflict, entrenched positions and major relationship breakdowns.

## **Self-Managing**

**Accountability...** Being responsible for one’s own actions, seeing things through, doing what we say we will.

Sets the tone for department through role-modelling ethical behaviour, and personal accountability for delivering on promises made to members, customers, stakeholders, partners and staff.

Takes active steps to develop a culture where individuals at all levels take responsibility for their own actions and for seeing things through.

Puts systems in place to ensure self and colleagues are answerable to all key stakeholders when introducing policy initiatives or major organisational change.

Takes collective accountability (with senior colleagues) for sponsoring, supporting and driving change and corporate initiatives.

**Learning Focus...** Continually learning and improving own knowledge and understanding. The ability to assimilate and apply new information and the lessons of experience.

Establishes systems and processes to facilitate the sharing of knowledge, information and expertise across the department and beyond.

Links benchmarking and ideas from other sectors with learning and continuous organisational improvement.

Ensures organisational systems are in place to evaluate learning/performance improvement/value-for-money from major initiatives, organisational change, past successes and failures.

Acknowledges own areas for improvement and those of members – encouraging organisational performance improvement through continual learning ‘at the top’.

**Change Orientation...** Being open to new ways of doing things; adapting behaviour and work methods in response to new information, changing conditions, or unexpected obstacles.

Drives far-reaching, long-term and multi-faceted organisational change initiatives, engaging and empowering key players to share ownership and accountability.

Sets the tone for organisational change, is positive, upbeat and optimistic.

Personally communicates the reasons for complex or major organisational change at all Levels.

Ensures organisational support structures and coping mechanisms are in place to support staff through change.

## Achieving

**Customer Focus...** Understanding and responding to customer needs (either internal or external customers), demonstrating a passion for high quality customer service and placing the customer at the very heart of what we do at CoL.

Places the City’s diverse customer needs at the heart of business strategy ensuring real returns are derived.

Works tirelessly to engage with the user community in order to understand needs, issues and requirements – adjusting plans accordingly.

Actively creates a customer-focused culture across the organisation, challenging poor or out-dated practices.

Fosters a climate of transparency, trust, and respect across the department and beyond.

**Drive and Perseverance...** Maintaining a high degree of motivation and commitment to producing work of the highest possible standard at CoL, finishing what we start even in the face of challenging obstacles.

Isolates key organisational and departmental challenges channelling energy, time and resources appropriately.

Sets the highest possible organisational standards for work quality and adherence to deadlines, standards, agreements and promises.

Maintains (and demands) a relentless sense of purpose and focus on delivering outcomes for key stakeholders.

Benchmarks CoL's performance against a wide range of international, cross-sector standards of excellence.

## **Leading**

**Leading and Empowering...** Creating a compelling future for colleagues; motivating and encouraging commitment and involvement through delegation, support and coaching.

An experienced, energetic and inspirational leader who has been an instigator and champion of change able to gain the commitment of others to the organisation's vision and strategic objectives and maintain an excellent team spirit.

Is a visible presence conveying with passion a compelling vision and clarity of purpose for all staff, commanding respect.

Astute political acumen and awareness gained in complex organisations and with diverse stakeholders.

Through both words and actions is able to create, manage and inspire change across the department and CoL.

Empowers key players and talented staff from across the department to take on a greater role in driving performance improvement.

A firm commitment to consultation and communication both internally and externally supported by excellent communication skills. Able to promote the organisation effectively.

**Developing and Recognising Others...** Nurturing the skills, behaviours, talent and potential of individuals and teams through training, development, coaching and feedback – acknowledging and valuing the contribution they make.

Looks ahead to understand how strategic challenges impact upon the skills and behaviours required across CoL.

Puts talent management as a departmental and organisational priority.

Develops clear reward and recognition strategies, and takes time to recognise staff at all levels and in all CoL locations for the contribution they make.

**Managing Business Performance...** Setting and managing clear and stretching

performance expectations for individuals, teams and partners – accepting accountability for own results and those of the team.

A strong champion of performance management and the crucial role of a high calibre, committed, motivated and diverse workforce for the delivery of excellence.

A strong track record of performance improvement in a large complex organisation delivering excellence in customer service. A keen business mind able to provide vision and strategic direction.

Sets ambitious targets to drive performance, organisational pace and efficiency over the medium to long term.

Changes organisational strategies and structures to improve performance and provide greater focus and alignment with organisational goals.

Develops organisational contingencies and forecasts once potential problems have been identified.

Ensures sufficient financial flexibility is retained within budgets to meet changing organisational needs.

### **Recruitment – Note to Applicants**

***These key skills and core behaviours will be used in the decision making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address each of these on the application form on the section for supporting information.***

***Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.***