

## **EDUCATION, LEISURE & LIFELONG LEARNING**

### **REPORT OF THE DIRECTOR OF EDUCATION, LEISURE & LIFELONG LEARNING – MR. A. EVANS**

**20<sup>th</sup> October 2014**

#### **SECTION A - MATTER FOR DECISION**

**WARDS AFFECTED: All**

#### **Restructure of ELLL Directorate's Senior Management Team**

##### **1. Purpose of Report**

- 1.1 To seek Members approval for a senior management restructure within the Education, Leisure and Lifelong Learning Directorate, effectively reducing the number of heads of service from three to two.

##### **2. Background Information**

- 2.1 The postholders of the Head of Partnerships and Community Development and Head of Learning and Development have recently been appointed to posts outside of the local authority.
- 2.2 Owing to the reduction in Welsh Government funding for 2015/16, the Directorate needs to secure a savings target of over £4.107 million. The departure of both postholders mentioned above, provides the opportunity to permanently reduce the senior management team and restructure current Directorate responsibilities. This will place increased demands on the senior management team particularly in view of the fact that only 2 years ago the Education, Leisure and Lifelong Learning Directorate absorbed the majority of responsibilities when the Head of Economic Development and the Head of Democratic Services retired resulting in existing portfolios being adjusted across DELLL

2.3 The previous Head of Learning and Inclusion has been appointed as the Head of Educational Improvement for Neath Port Talbot and the City and County of Swansea regional hub. As a result, some strategic and operational responsibility for the school improvement service has transferred to this new role, eg the deployment of challenge advisers, the delivery of intervention, challenge and support strategies that improve the teaching and learning in classrooms and lead to improved pupil attainment. However, Neath Port Talbot County Borough Council will retain the statutory responsibility for schools and school improvement and fulfil the new role of “intelligent client” to commission the school improvement service delivered by regional hub.

### 3. **Proposal**

3.1 It is proposed that the posts of Head of Partnerships and Community Development and Head of Learning and Development are deleted from the structure. It is proposed that a new head of service post of Head of Participation is created.

3.2 It is proposed that the current Head of Resources and Commissioning post is re-designated as Head of Transformation.

3.6 The new structure will deliver a per annum cost saving of £ 101,214.

3.7 The current pay grade for all three ELLL Head of Service posts is £68,439 to £75,279 pa. The two proposed revised posts will attract the same pay grade.

3.8 Both of the proposed new posts will involve a greater level of responsibility than is currently applicable to any of the three existing posts. Consideration needs to be given to this issue within a reasonable timescale.

3.9 The proposal will not adversely affect any officer’s current terms and conditions. The appointment of the Head of Participation would be through national advert and recruitment. The current Head of

Resources and Commissioning will assimilate into the Head of Transformation post.

**2. Financial Appraisal**

The implementation of the proposed structure would generate a per annum saving of £101,214.

**4. Recommendation**

That Members approve the proposed changes to the organisational structure of ELLL Senior Management Team and that both proposed posts will be paid in accordance with the Council's current pay grade for Heads of Service.

**FOR DECISION**

**5. Background Papers**

None

**6. Wards Affected**

All

**7. Officer Contact**

For further information on this report item, please contact Aled Evans, Director of Education, Leisure and Lifelong Learning on Ext 3298 or email [a.evans@npt.gov.uk](mailto:a.evans@npt.gov.uk).

## **Job Description - Head of Participation**

**Responsible to:** Director of Education, Leisure and Lifelong Learning

### **Key Responsibilities:**

1. To formulate and lead the Directorate's strategy on reducing the effect of deprivation on pupil and student outcomes and promote greater and more effective participation in the main strands of the strategy, eg better pre-school preparedness for learning, reduction in NEET numbers, maximise the usage and impact of community resources.
2. To ensure that the provision of education within the County Borough is delivered in an efficient and cost effective manner by commissioning the delivery of school improvement services and adult community learning.
3. To lead on the Directorate's safeguarding policies and processes.
4. To ensure the effective development and delivery of services relating to schools and adult learning.
5. To commission and quality assure school improvement services in accordance with budgetary cash limits, relevant statutory frameworks and local, regional and national service developments.
6. To co-ordinate and manage the Directorate's performance management framework, including self-evaluation processes.
7. To ensure the effective delivery of Think Families Partnership provision in partnership with other key stakeholders and partners.
8. To oversee the following service portfolios: Communities First, Community Safety, Community Facilities, Think Families Partnership, including Flying Start, MEAS, Gipsy and Traveller Provision, Music Service, Governor Training, Data Unit, Youth Service.
9. To manage the following budget / policy areas: SEG, WEG, WESP, DEAR, 14-19 Learning Pathways, Foundation Phase, PDG.

10. To establish effective working relationships with fellow officers, the Leader, Cabinet and other Elected Members.
11. To ensure that all services within the postholder's portfolio are effectively positioned to respond to the strategic and service changes necessary as a consequence of Welsh Government's aim of raising educational standards.
12. To provide effective leadership locally, regionally and nationally, including building and maintaining effective working relationships with school governors, Head Teachers and other partners and agencies such as ERW, WLGA, ADEW, Welsh Government, WAO, Estyn and CSSiW.
13. To contribute to the corporate leadership of the Council, ensuring the achievement of the Council's key objectives and strategies, including the delivery of the Council's Forward Financial Plan.
14. To play a key role as a member of the Directorate's Senior Management Team, including leading designated elements of the ELLL improvement strategy - "Being Excellent: Performance Improvement Plan 2013/2015".
15. To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
16. To deputise for the Corporate Director, as appropriate.
17. To support the Director to fulfil the role of Lead Director for Children and Young People's Services.
18. To support the work of the Regional Safeguarding Children Board, leading to effective partnerships being in place to safeguard vulnerable children and young people.
19. To ensure the effective development of adult community learning, including:
  - Working in partnership to secure a broad and relevant learning offer
  - Securing high quality learning outcomes

- Configuring learning provision in line with local, regional and national priorities
  - Contributing to the development of the Regional Learning Partnership
20. To provide personal leadership and act as a role model in developing high levels of motivation amongst staff, a culture of openness and the promotion of equal opportunities in all services, together with maintaining positive and progressive relations with employees, trade unions and teaching associations.
  21. To operate in accordance with the performance objectives, targets and timescales agreed with the Corporate Director of Education, Leisure and Lifelong Learning.
  22. To contribute to the strategic policy development and overall management of the Directorate and to the strategic management of the Council as a whole, including the co-ordination of Senior Management meetings and activities.
  23. To liaise and interact with other services across the Directorate, throughout the Council, and with other agencies to maximise the effective delivery of services.
  24. To develop effective employee communication processes, training programmes, risk assessment and Health and Safety arrangements across services and throughout the Directorate, and to monitor the effectiveness of such arrangements.
  25. To demonstrate the Council's managerial leadership values and behavioural competencies, ie providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace.
  26. To ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

### **Person Specification – Head of Participation**

It is acknowledged that not all applicants will meet all essential person specification requirements. Applications will, therefore, be welcomed from individuals who do not meet all of these criteria but who, nevertheless, can provide robust evidence of the key attributes which will be required to perform to a high standard in this post.

### **Experience and Background**

1. Successful record of achievement at a strategic level in an education environment.
2. Experience of successfully leading major policy and change programmes.
3. Experience of leading high-level partnerships that deliver improved outcomes for service users and citizens more generally.
4. A clear understanding of the key legislative policy and best practice issues in relation to education, leisure and lifelong learning in Wales.
5. Experience of delivering high quality and continuously improving services in at least one of the key areas of service delivery within this portfolio.
6. Excellent understanding of key education issues, the school improvement agenda in Wales.
7. Good understanding of local, regional and national funding issues.

### **Management Skills**

1. Ability to successfully align service improvement and change programmes.
2. Ability to combine high level strategic planning, financial management and people management skills with an in depth understanding of the operational imperatives in delivering effective services.
3. A commitment to the continuous improvement of services, recognising the role of performance management as a key driver in improving outcomes for service users.
4. An appreciation of, and confident approach to, risk management in the context of high profile, public-facing services.

### **Leadership Skills**

1. Proven leadership skills, including an ability to develop effective local, regional and national partnerships with a range of organisations, including Welsh Government
2. Outstanding communication and influencing skills.
3. Commitment and ability to champion the values and aspirations of the Council, with particular regard to education matters.
4. Ability to motivate and empower managers and staff alike.
5. Personal commitment to equal opportunity for service users and staff, creating an environment where people feel valued and are given opportunities to progress.
6. Ability to articulate the vision for education services to Corporate Directors, Heads of Service and other fellow officers, the Leader, Cabinet and other elected Members and partners in order to influence and shape the wider priorities of the Council and partner organisations.

### **Personal Qualities**

1. A strong personal and professional commitment to making a difference to the lives of the children, young people and adults in all of our communities.
2. Excellent inter-personal skills that engender a strong sense of team working in achieving corporate and service objectives.
3. Personally credible, ability to influence and motivate others and with a strong commitment to supporting everyone in the County Borough to fulfil their potential.
4. An inclusive approach with the ability to exercise appropriate authority and sound judgement in leading the complex and challenging services within this portfolio.
5. Credibility to operate effectively in a political environment, instilling confidence in partners and colleagues.
6. Empathy and understanding of service issues and operational challenges.

### **Qualifications**

1. A relevant degree (essential).
2. Evidence of personal continuing professional and personal development (essential).



3. Understanding and knowledge of the national lifelong learning agenda (desirable).
4. Ability to work through the medium of Welsh (desirable).

## **Job Description - Head of Transformation**

**Responsible to:** Director of Education, Leisure and Lifelong Learning

### **Key Responsibilities:**

1. To formulate and lead the Directorate's strategy on school reorganisation, including advising on school partnership arrangements.
2. To lead on transforming the Directorate's internal operation by securing the most effective and efficient managerial practices.
3. To manage and develop learner inclusion, ensuring that support for inclusion within the County Borough is delivered in an efficient and cost effective manner.
4. To ensure the effective development and delivery of services relating to access managed services.
5. To commission and quality assure leisure and cultural services in accordance with budgetary cash limits, relevant statutory frameworks and local, regional and national service developments.
6. To oversee the Directorate's financial management.
7. To oversee the following service portfolios: School Based Counselling; Learning Difficulties Team, Education Psychology Service, Additional Learning Needs Service, Speech and Language, Specialist Commissioning for Schools, Sensory Impaired and Learning Difficulties Team, Behaviour Support Service, Looked After Children, School Catering and Cleaning, Margam Park and Orangery, Management Information Unit, Education Welfare Service.
8. To establish effective working relationships with fellow officers, the Leader, Cabinet and other Elected Members.
9. To ensure that all services within the postholder's portfolio are effectively positioned to respond to the strategic and service changes

necessary as a consequence of Welsh Government's aim of raising educational standards.

10. To provide effective leadership locally, regionally and nationally, including building and maintaining effective working relationships with school governors, head teachers and other partners and agencies such as ERW, WLGA, ADEW, Welsh Government, WAO, Estyn and CSSiW.
11. To contribute to the corporate leadership of the Council, ensuring the achievement of the Council's key objectives and strategies, including the delivery of the Council's Forward Financial Plan.
12. To play a key role as a member of the Directorate's Senior Management Team, including leading designated elements of the ELLL improvement strategy - "Being Excellent: Performance Improvement Plan 2013/2015".
13. To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
14. To deputise for the Corporate Director, as appropriate.
15. To support the Director to fulfil the role of Lead Director for Children and Young People's Services.
16. To provide personal leadership and act as a role model in developing high levels of motivation amongst staff, a culture of openness and the promotion of equal opportunities in all services, together with maintaining positive and progressive relations with employees, trade unions and teaching associations.
17. To operate in accordance with the performance objectives, targets and timescales agreed with the Corporate Director of Education, Leisure and Lifelong Learning.
18. To contribute to the strategic policy development and overall management of the Directorate and to the strategic management of the Council as a whole, including the co-ordination of Senior Management meetings and activities.

19. To liaise and interact with other services across the Directorate, throughout the Council, and with other agencies to maximise the effective delivery of services.
20. To develop effective employee communication processes, training programmes, risk assessment and Health and Safety arrangements across services and throughout the Directorate, and to monitor the effectiveness of such arrangements.
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2. Experience of successfully leading major policy and change programmes.
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4. A clear understanding of the key legislative policy and best practice issues in relation to education, leisure and lifelong learning in Wales.
5. Experience of delivering high quality and continuously improving services in at least one of the key areas of service delivery within this portfolio.
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