



Hertfordshire County Council

Head of School Standards and Accountability

Candidate Information Pack

Children's Services – Education and Services for Young People

May 2018

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Foreword

Dear Applicant

Thank you for your interest in working for Hertfordshire County Council.

The post we are recruiting for is central to our plans to sustain and improve our current high-quality Education Service. You would have the opportunity to shape both our developing School Improvement Strategy for all schools, but also to play a particular leadership role in relation to our continuing maintained schools.

The data shows we are a very high performing Authority in many areas but have room for improvement in others, in particular, outcomes for disadvantaged pupils. We have a unique structure in place to achieve this, building on our partnership with Herts for Learning – the UK's largest schools' owned company. Maintained schools have demonstrated their commitment to improvement by de-delegating over £2m to support this.

I look forward to your application to play a central role in shaping our future.

Yours sincerely



Simon Newland
Operations Director, Education
Children's Services

About Hertfordshire

Hertfordshire is a county in South East England whose southern border is just 12 miles from the centre of London. The county has a population of around 1 million residents. In addition to London, Hertfordshire borders Buckinghamshire (south-west), Bedfordshire (north-west), Cambridgeshire (north-east) and Essex (east).

The county is full of contrasts which blend together to create a superb quality of life for residents and visitors. Thriving modern towns have developed amongst historic market towns and country lanes and sleepy picturesque villages are never far away.

The largest town is Watford, situated within the M25 motorway and has a thriving shopping centre and business parks. Other large, historic towns include St Albans, Hitchin and Hertford. New towns include Letchworth and Welwyn Garden City.

Hertfordshire County Council plays an important role in the life of the communities within its area and provides services to people in partnership with the private and public sectors, the voluntary sector and local people. We employ c 32,000 staff - in schools, libraries and fire stations across the county and in our four main offices in Hertford, Stevenage, Apsley (near Hemel Hempstead) and Welwyn Garden City.

Hertfordshire has a strong diverse economy with particularly important sectors in pharmaceuticals, space technology, high value engineering, financial services, telecommunications, film, media and creative industries. Employment and skills levels are high with over half of Hertfordshire's workforce employed in knowledge-based industries. Hertfordshire was one of the first places to be approved for an Enterprise Partnership. The Local Enterprise Partnership (LEP) has strong business, academia, and Local Government representation, and a clear ambition to be one of the UK's leading economies.

Hertfordshire is well connected nationally and internationally with four national motorways, three neighbouring international airports and two mainline rail routes.



About Hertfordshire County Council

Without the help of Hertfordshire's residents, businesses, public and voluntary organisations, the county council alone cannot achieve the outcomes for the county summarised as Hertfordshire - County of Opportunity. We have an important contribution to make to achieving them, however, by providing both strategic leadership for Hertfordshire and delivering responsive services at local level.

As a large, strategic authority, we are good at doing the big things - speaking up for Hertfordshire on the national stage and delivering financial efficiencies resulting from economies of scale. But we also recognise that government - national and local - tends to be overcentralised. So we know we must be just as effective at the local things - it's these things which often make the biggest difference to people and the communities in which they live.

We want to make sure that our services fully reflect Hertfordshire's diversity and create real opportunities for local choice. We recognise that there is no such thing as an 'average' community and that services should reflect the situation on the ground.

Here is a snapshot of the main ways in which our services contribute to Hertfordshire - County of Opportunity:

- Our social care services for children and adults help people by providing services that are tailored to their individual needs and circumstances, helping them to remain both independent and integrated into wider society as far as possible and safeguarding them when necessary.
- Our work co-ordinating and supporting schools helps to produce active, engaged citizens for the future, well-equipped to take their places in society and to contribute to economic and social life.
- We have a vital role in keeping the county moving by maintaining roads and co-ordinating public transport.
- We lead the stewardship of the county's environment, including disposing of waste, but also working to tackle climate change.
- Our fire and rescue service make a key contribution to safety and security for individuals and neighbourhoods - not only in their response to emergencies but also in their work to prevent fires.
- Our public libraries are both a valuable cultural resource and a civic hub, providing communities with the information and resources they need on a wide range of subjects.

Hertfordshire's Approach to Meeting the Demands of the Future

In response to growing demand for services against a background of austerity and grant reductions in the public sector we have, over the past four years, reduced our cost base by some £200m on an annual basis. This has not reduced the span of our services and has largely been delivered through transformational approaches to cost reduction. However, this is just the start of a journey that will continue over the coming four years, during which we aim to reduce our outgoings by a further £145m per annum in order to meet forecast service needs through known income streams.

Hertfordshire, County of Opportunity

The County Council has reviewed its priorities aimed at ensuring that Hertfordshire remains a county where people have the opportunity to live healthy, fulfilling lives in thriving, prosperous communities.

The ambition for Hertfordshire sets out a common purpose to see:

- Citizens who enjoy life and are healthy
- Safe and active communities that get on well
- A strong economy where businesses thrive
- A high quality environment
- People who are able to achieve their potential.

To view the revised Corporate Plan, please click the link below

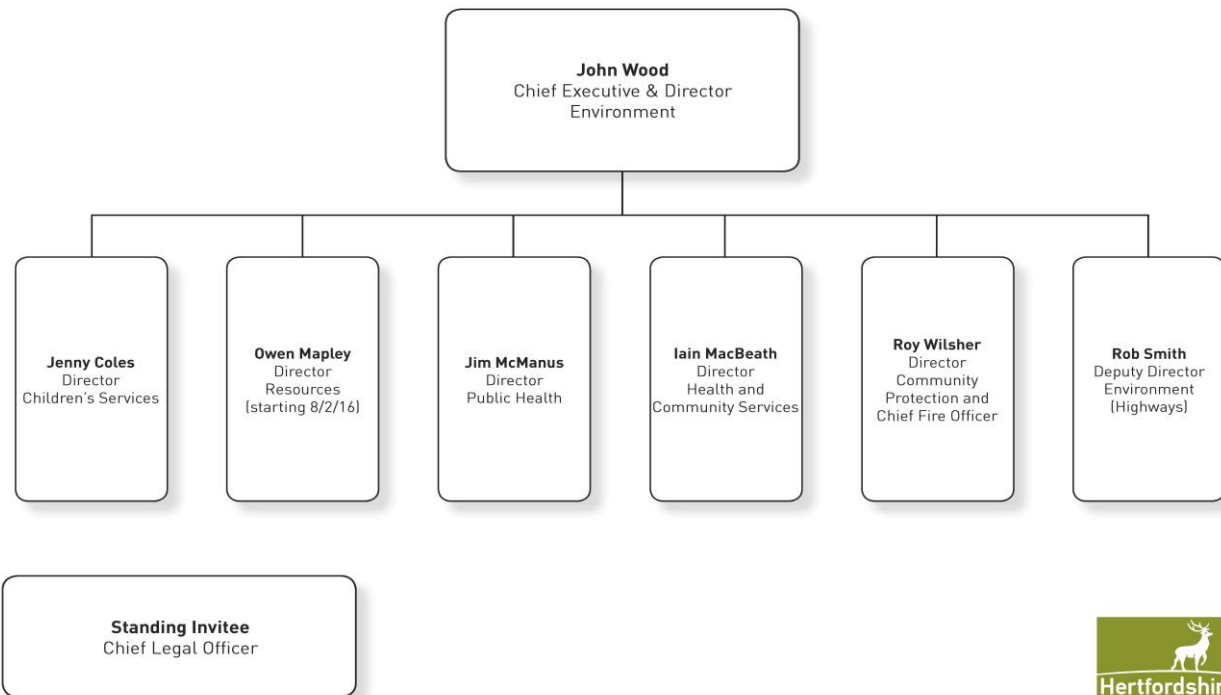
www.hertsdirect.org/your-council/cpdrp/corplan/

The County Council is a large and complex business. With a gross revenue budget of over £1 billion a year, it represents more than a million people and delivers a range of vital services through its 30,000 + staff. At the forefront of the organisation are the 77 County Councillors who represent and serve the communities of Hertfordshire. Political control is with the Conservative Party.

Our Services and Managerial Leadership

The County Council is led by the Chief Executive and a Strategic Management board who provide leadership to the authority and individual service departments:

Strategic Management Board



Children's Services

Our Children's Services department places the need of the child at the centre of its work. It provides an extensive range of services to support every stage of development, from the birth of a child to lifelong learning for adults, and deals with all aspects of child and family education and welfare.

Community Protection

Community Protection is dedicated to protecting life and property. Fire-fighters and Safety Officers work to keep our communities safe by promoting fire safety and issuing fire safety advice and certificates to businesses, as well as rescuing people from fires and accidents. Trading Standards seeks to promote safe and fair trading, ensuring that consumers and businesses do not suffer loss through lack of information or unfair trading practices. Our Corporate teams provide support and set standards, promoting the use of information technology across the County Council.

Environment

The Environment department seeks to make Hertfordshire a better place to live, work and travel around. It looks after the roads and public rights of way, promotes public transport, manages the County Council transport fleet, disposes of household waste, conserves and enhances the countryside and oversees plans for transport, major housing projects and mineral extraction.

Health and Community Services

Health and Community Services works very closely with the health service, district councils and voluntary organisations to plan, commission and deliver prompt, effective social care services. Our staff provide and arrange support, care and protection for adults who can't manage without help, putting the users of our services and their carers at the centre of all that we do.

The **Libraries** service is responsible for providing quality information. Our Libraries provide books, tapes, videos and new technologies. Hertfordshire's Archives and Local Studies stores historic papers and photos to help residents and visitors investigate Hertfordshire's past.

Public Health

The Public Health service commissions services and works with other organisations to improve the health and wellbeing of the people of Hertfordshire. They use evidence to evaluate health needs, assess strategies to improve local health and wellbeing across public sector services, and provide advice on best practice.

Resources

The Resources department develops and communicates the strategic direction of the County Council as a whole, as well as supporting the business and Elected/County Councillors. It includes professional support services such as: finance, legal, human resources, property and statutory services. Resources also encompass Hertfordshire Business Services (HBS) which runs a warehouse and distribution operation to customers across Herts as well as a contract management function.

Values and Behaviours

Values and Behaviours are the way in which we successfully deliver our objectives. Even though we have different work responsibilities, everyone works with a common purpose.

We want our future employees to reflect the values of:

- Being citizen focused
- Making sure every penny counts
- Acting with integrity
- Getting things right and learning from our experiences
- Continuing to innovate

Using our annual Performance Management and Development Scheme we assess our employees on 'how' they demonstrate the values and behaviours in their work, as well as 'what' they do to achieve their performance objectives.

Equality in Employment

As a large employer, we are committed to achieving equality of opportunity for all our employees. We actively recognise the value of a workforce in which people from differing backgrounds are encouraged to bring fresh ideas and perceptions - this helps us deliver high quality services to all members of the community. It is important, therefore, that our workforce reflects, at all levels, the diverse makeup of the communities of Hertfordshire. "Putting People First", our Equal Opportunities Policy is available on request. It will be provided to every new employee and forms an important part of their induction process.

Performance Management in Hertfordshire

Three years ago, Hertfordshire introduced an updated performance management scheme that aligns and supports our terms and conditions of employment. A training programme to support this scheme and ensure consistent and effective ways of managing performance was also undertaken. This programme includes:

- Performance Management Training for our managers
- Creation and dissemination of Service Plans and Performance Indicators for each Service and Directorate that directly link to the Corporate Plan
- Performance Agreements to ensure that every member of staff knows how what they do fits into the bigger picture

Our Leadership Characteristics

As part of this programme, we have also identified the key characteristics of people we are looking for to lead the organisation. At Hertfordshire County Council, we are looking for leaders who can identify with our values and behaviours in the following ways:

Citizen Focused

- Visibly interact with staff at all levels, trust them and be open and honest at all times.
- Take accountability and ownership for the delivery of all services, front line and support staff alike.
- Possess and encourage a 'can do' attitude and flexible approach.
- Define jobs and evaluating performance on the basis of what we do for the people of Hertfordshire.

Every Penny Counts

- Demonstrate knowledge and understanding of service and the cost/resource implications.
- Deliver efficient budget management through rigorously monitoring and reviewing progress and performance against budget and taking appropriate action to address potential overspending.
- Communicate to staff positively about the money we have saved and how they have contributed to this.
- Use internal resources and skills before looking outside.

Integrity

- Communicate a clear vision and be explicit about how it will be achieved.
- Provide constructive feedback to staff and challenge inappropriate behaviour/poor practice.
- Engage the trust, confidence and contribution of partnership organisations.
- Do what we say we are going to do and take ownership for the impact that our own behaviours and actions have on others.

Getting it Right

- Evaluate projects and share the learning through de-briefing effectively.
- Seek the view of staff before making decisions on how to improve service delivery.
- Confront, challenge and address poor performance swiftly.
- Have robust conversations with individuals who are displaying inappropriate behaviours and encourage colleagues to challenge inappropriate behaviours.

Innovation

- Encourage and empower staff to share their ideas and how to make improvements.
- Promote the value of working with organisations outside of the Council to learn and share ideas of best practice.
- Recognise and deal with the resource implications of change.
- Create a learning environment where staff are encouraged to develop both themselves and others, and where talent is nurtured.

Service Overview

Hertfordshire and its schools

Hertfordshire currently has some 193,000 pupils in publicly-funded schools. It is one of the largest authorities with education responsibilities, but with overall low levels of deprivation and Free School Meals take-up. Of children taking KS4 exams (about 12,500), 15% are disadvantaged on the DfE definition.

This school population is served by 421 primary/nursery schools, 85% of which are Maintained Schools, and 83 secondary schools, 80% of which are Academies. There are 25 special schools and 8 PRUs.

The local school system

Hertfordshire has a long history of a devolved/decentralised approach with high degree of school autonomy. Partnerships with schools are strong and our Schools Forum plays a major role in resource allocation and policy formulation, with active school engagement. Partnerships with the primary, secondary and special school heads associations are strong, and schools and other stakeholders are actively involved in the SEND policy via county-wide and local groups.

Herts for Learning

Some years ago, the Council and schools established Herts for Learning as our major school improvement partner and service provider. HfL is a Schools Company, 80% owned by schools and 20% by HCC; 99% of schools are shareholders.

The company has a £20m+ turnover, of which 80% is traded and 20% a contract with HCC. This contract includes school improvement and a range of other activities. The costs of the contract are met by schools and from centrally held DSG; £2.4m of funding has been de-delegated by maintained schools for school improvement and related activities. Whilst the contract is managed by HCC, it is funded, owned and overseen by schools in partnership with the council.

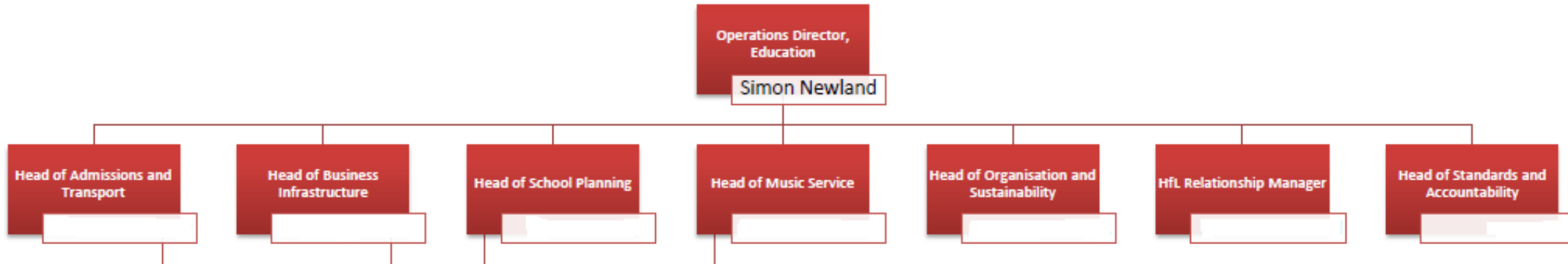
HCC approach to improving school standards

Our approach is based on our strong existing partnerships with schools, Multi-Academy Trusts, TSAs and on the existence and role of HfL.

The Council is happy to support schools which chose to become Academies and encourages conversion in circumstances where it is necessary or beneficial. Equally, it is important for us to be able to ensure that schools which chose to remain maintained can do so securely and can be supported and challenged to make sure that outcomes for pupils are at the level that we jointly expect. This relies on the work undertaken and support offered by HfL, funded by money de-delegated from maintained schools.

A major purpose of the post of Head of School Standards and Accountability is to foster and develop the relationships with all important local stakeholders which allow our schools and local education system to flourish.

EDUCATION



The Opportunity

JOB TITLE:	Head of School Standards and Accountability
GRADE:	PMC Zone 1
REPORTS TO:	Operations Director, Education
TEAM:	Education
DEPARTMENT:	Children's Services

Purpose of the job and areas of responsibility

Lead the development and oversee the delivery of HCC's strategies and related activities to achieve the best possible educational outcomes for all children and young people in primary, secondary and post-16 education, with a particular focus on disadvantaged pupils.

Manage the implementation of activities and initiatives to achieve this.

Work with HfL to ensure that maintained schools are effectively monitored, challenged, and supported; intervening as necessary so that no schools are judged as less than Good, and the attainment of children within the schools remains high and continues to improve.

Oversee communications with schools and with school's representative bodies.

Act as principal point of contact between the Council and key agencies of government, in particular Ofsted, at local and regional level.

Undertake any necessary actions in relation to safeguarding in schools, including issues arising from Ofsted inspections. Oversee and approve the preparation of post-Ofsted action plans for Inadequate schools.

Maintain and develop strong relationships with representatives of maintained schools, leading to their continuing commitment to funding those activities required for HCC effectively to continue to maintain schools.

The duties and responsibilities listed above describe the post as it is at present. The post holder is expected to accept any reasonable alterations that may from time to time be necessary.

Criminal Background Check

Safeguarding children and adults is of utmost importance to Hertfordshire County Council. The Council requires employees to abide by legislation and best practice to enable Hertfordshire to achieve this. This role has been identified as requiring a Disclosure & Barring Service (DBS) check or Basic Disclosure. You must therefore ensure that any relevant criminal record check application is completed and returned as requested by the Council, as this is deemed a contractual requirement of employment. In addition, you consent to allow the Council to retain a copy of the disclosure certificate within your personal file.

It is a contractual obligation to disclose any cautions, reprimands or convictions and to update your manager of any changes to your status whilst in employment. Enhanced DBS roles will be reviewed periodically during employment, by means of DBS Dip Sample or three yearly rechecks. Failure to disclose changes to your status may be detrimental to your employment and you may be subject to disciplinary action.

Please note that additional information referring to the check is in the guidance notes to the application form. If you are invited to interview you will receive more information.

Equality and Diversity

Hertfordshire County Council is determined to take action to ensure that our belief in diversity and equality of opportunity is integral to everything we do. It will inform every area of activity; from the way we provide services to the way we employ our staff. It is a central responsibility of all councillors, managers, staff and partners. The council's equality policy 'Putting People First' is available on hertfordshire.gov.uk, on the internal intranet or from your line manager.

Health and Safety

It will be the duty of every employee while at work to take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions at work.

Person Specification

1. Excellent leadership qualities with credibility to a very wide range of stakeholders, in particular, Head Teachers and their representative groups, Chairs of Governing Bodies/trusts, politicians and senior managers/directors.
2. Experience of key components of service delivery and commissioning in education.
3. Experience in managing and directing the work of external consultants and advisers.
4. Excellent working knowledge of current strategy and legislation for education, particularly in relation to school standards and inspection requirements.

5. An ability to contribute to the strategic direction of the service
6. Excellent communication and presentation skills
7. Proven ability to drive and in collaboration with a range of partners, deliver change and improvement in education/school outcomes.
8. Understanding of school and academy governance, structure and operational management within schools and challenges and issues arising.
9. High levels of confidence and resilience to cope with the challenge of complex and competing demands across a broad portfolio of strategies and services.
10. University degree or equivalent professional qualification.

Rewards and Conditions of Service

Employment will be subject to the general conditions of service as negotiated by the Joint Negotiating Committee for Chief Officers of Local Authorities and any local conditions of service or local agreements adopted by the council.

Salary

The current salary scale is PMC Zone 1 with the salary up to £80,000pa. Appointment to this post will be commensurate with qualification and experience.

Probation

New entrants to the local government service are subject to the completion of a satisfactory probationary period of 6 month(s).

Hours of Work

Your hours of work are those required to fulfil the requirements of this post. The basic working week is 37 hours but you may need to work longer, involving evening and weekend activities which does not attract any compensation. The length of your working week should however be reasonable.

Annual Leave

Annual leave is 28 days per annum plus statutory bank holidays for individuals with less than 5 years continuous service.

Duties and Place of Work

You are liable to undertake such duties as may be reasonably required of you, commensurate with your grade at your initial place of work, which will be County Hall, Hertford.

Superannuation

The post is eligible to join the Local Government Pension Scheme.

Use of Motor Car for Business Purposes

The County Council requires you to make your own car available for business purposes and to insure your car for such purposes. You will receive appropriate motor car allowances as applied by the County Council. The Council will use a local scheme paying a flat rate for business mileage, with no lump sum or monthly allowance.

Political Restriction

This post falls within Section 2(1) of the Local Government and Housing Act 1989 and is therefore politically restricted without the opportunity of exemption or appeal.

Policy on Smoking at Work

In the interests of promoting better health for employees, the council has introduced a policy which prohibits smoking in the work place.

Equal Opportunity Policy

The County Council actively promotes equality of opportunity in employment and service delivery.

Timeline & How to Apply

Anderson Quigley is acting as an employment advisor to Hertfordshire County Council. An executive search process is being carried out by Anderson Quigley in addition to the public advertisement.

Should you wish to discuss the role in strict confidence, please contact our advising consultants at Anderson Quigley: Elliott Rae on +44 (0)7584 078 534 or Kassie McKnight on +44 (0)7808 648 559.

Applications should consist of:

- A full CV including your educational and professional qualifications, full employment history, latest remuneration, details of relevant achievements and contact details.
- A covering letter stating how you meet the criteria in the Person Specification and outlining your motivation for applying for this role. Your covering letter should be a maximum of three sides of A4.
- Details of two referees, though please note that we will not approach your referees without your prior consent and only should you be shortlisted.
- Please follow the link to complete an [Equal Opportunity Monitoring Form](#).

Completed applications should be uploaded at www.andersonquigley.com/candidates using the reference AQ203.

Timetable

Closing date	18 th June 2018
Preliminary interviews	w/c 25 th June 2018
Final selection process	w/c 16 th July 2018

Shortlisted candidates will also be asked to complete an online psychometric assessment during w/c 9th July 2018.