

Head of Education

Recruitment Pack



East Ayrshire Council
Comhairle Siorrachd Àir an Ear

iese
The public sector
transformation partner

Proud to be UK Council of the Year



Welcome

Thank you for expressing an interest in working for East Ayrshire Council.

We are an ambitious, forward-looking council with a clear commitment to working with our communities to transform service delivery and achieve positive outcomes. We have strong relationships with partners and an excellent track record of delivering improvements. This is an exciting time to join us, as we continue to transform the way we deliver and operate our services, to realise the priorities set out in our Community Plan.

The work we do affects the lives of thousands of children, young people and their families every day. The services we provide are essential in supporting, encouraging and facilitating learning within our communities to develop generations of young people who are equipped to succeed in life and work in the modern world.

The Council restructured in 2015 with the creation of discrete service groupings. Education sits within the Economy and Skills service group led by one of two Depute Chief Executives.

The Head of Education will play a pivotal role in shaping the future delivery of education services in East Ayrshire, to meet the needs and aspirations of all of our young people. You will share our commitment to ensuring excellent education experiences and improving educational outcomes for children and young people.

During 2016 we approved an enhanced management structure for education. Our aim is to build a service which is focused on meeting the needs of all our young people equally, removing barriers to learning, ensuring parity of access to excellent education services - so that every child can develop to their full potential.

We are looking for exceptional candidates who have the drive and ambition to secure long and lasting positive change for our children and young people. You will be an enthusiastic and influential leader who will inspire your team to drive forward change, enhance the learning opportunities for young people and ensure sound financial management and governance. You will have a track record of delivering results and will be committed to making a difference.

This is an exceptional opportunity and applications are encouraged from individuals who believe they can successfully apply their leadership ability to the challenges we face in meeting the objectives of excellent service delivery.

We offer a stimulating work environment where you will be supported by a team of committed and enthusiastic colleagues and fully engaged in the strategic and corporate development of the Council.

If you feel you have the skills, qualities and experience to respond to these challenges, we would be delighted to hear from you and we look forward to receiving your application.



Fiona Lees
Chief Executive



Councillor Fiona Campbell
Cabinet Member for Skills and Learning



About East Ayrshire Education Services

Primary and secondary education is provided through 42 primary schools (19 of which include Early Learning and Childcare Centres), nine secondary schools, 14 Early Learning and Childcare Centres and 3 special schools.

The largest schools have rolls of approximately 1,200 children, while the smallest have less than 40 pupils.

Early education and childcare is developed through 34 centres, some of which are standalone, while others are integrated with primary schools.

Gaelic Medium Education is presently delivered on two campuses but plans are well advanced to integrate provision within a new build setting in Kilmarnock.

We have three special schools and a number of specialist bases attached to mainstream schools and, in addition, the East Ayrshire Support Team (EAST) provides a range of support to young people.

Our policy, wherever possible, is to integrate all children into mainstream settings.

Educational Psychology Services are provided by a team based at Civic Centre, Kilmarnock.

The Creative Minds Team supports specific aspects of curriculum development including music instruction, enterprise education and cultural coordinators.

The Education Service supports the vision, aims and objectives of the Scottish Government in the development and sustainability of high quality, integrated services that give children and young people the opportunity to have the best possible start in life.

The Education Service comprises:

- Schools and early childhood centres
- Early Education and Childcare
- Support for children with additional support needs including East Ayrshire Support Team (EAST), Special Schools and Supported Learning Centres, out with placements and commissioned services

- Specialist educational services, including instrumental music services, creative minds team, outdoor education and direct support for the curriculum
- Educational Psychology Services
- Opportunities for All
- Technician Service

Our education service has recently improved management arrangements to ensure that educational establishments are supported and empowered to improve and close the attainment gap, particularly for pupils from a deprived background.

This new and innovative approach to the management and leadership of the service will ensure that educational establishments are equipped to respond effectively to the current and emerging demands and local and national drivers for change such as:

- Implementation of the Scottish Government's Education Governance Policy/Plans
- The Children and Young People (Scotland) Act 2014
- Education (Scotland) Act 2016
- Developing Scotland's Young Workforce
- National Improvement Framework for Scottish Education
- Getting it Right For Every Child (GIRFEC)
- The Early Years Framework
- Gaelic Language Plan
- Scottish Attainment Challenge
- Raising Attainment for All
- Attainment for Looked After Children

In 2016, we were selected by the Scottish Government as one of nine Scottish Challenge Authorities to deliver a focused and accelerated



programme of improvement, targeting activity in literacy, numeracy, health and wellbeing across the Council area.

It supports and complements the broader range of initiatives and programmes undertaken by the Council to ensure that all of East Ayrshire's children and young people reach their full potential.

This is an exciting time for East Ayrshire as we continue to improve the school estate with £221M of capital investment to provide new learning environments, fit for a modern world .

The Service Improvement Plan 2016/18 sets out our vision to 'inspire, support and challenge all our children and young people to be the best that they can be'.

It provides a framework for the work of the East Ayrshire and showcases how the Council will develop and monitor its services to schools, teachers, parents, young people and children as we move towards our goal of improving educational achievement.

A major change management programme is underway to shape service delivery. We are committed to delivering a challenging programme of work with performance targets in relation to:

- Raising standards for all
- Closing the performance gap, increasing access and equality to excellent education services
- Developing the education workforce
- Improving the learning environment and
- Transforming the governance and management of education.

This is a further step in the exciting journey of organisational transformation and modernisation.

Many challenges and opportunities lie ahead, not least responding to the on-going budgetary challenges. The Education budget for 2017/18 is £88M of which £75M is staff costs. We are committed to continuously improving educational outcomes for all our children and to ensuring equality of access to excellent education services. We now have a unique opportunity to shape the future of education services for the benefit of generations to come.



HILLHEAD PRIMARY SCHOOL SUMMER SCHOOL



MUIRKIRK PRIMARY SCHOOL & EARLY CHILDHOOD CENTRE



WILLOWBANK SCHOOL EDUCATION AWARD

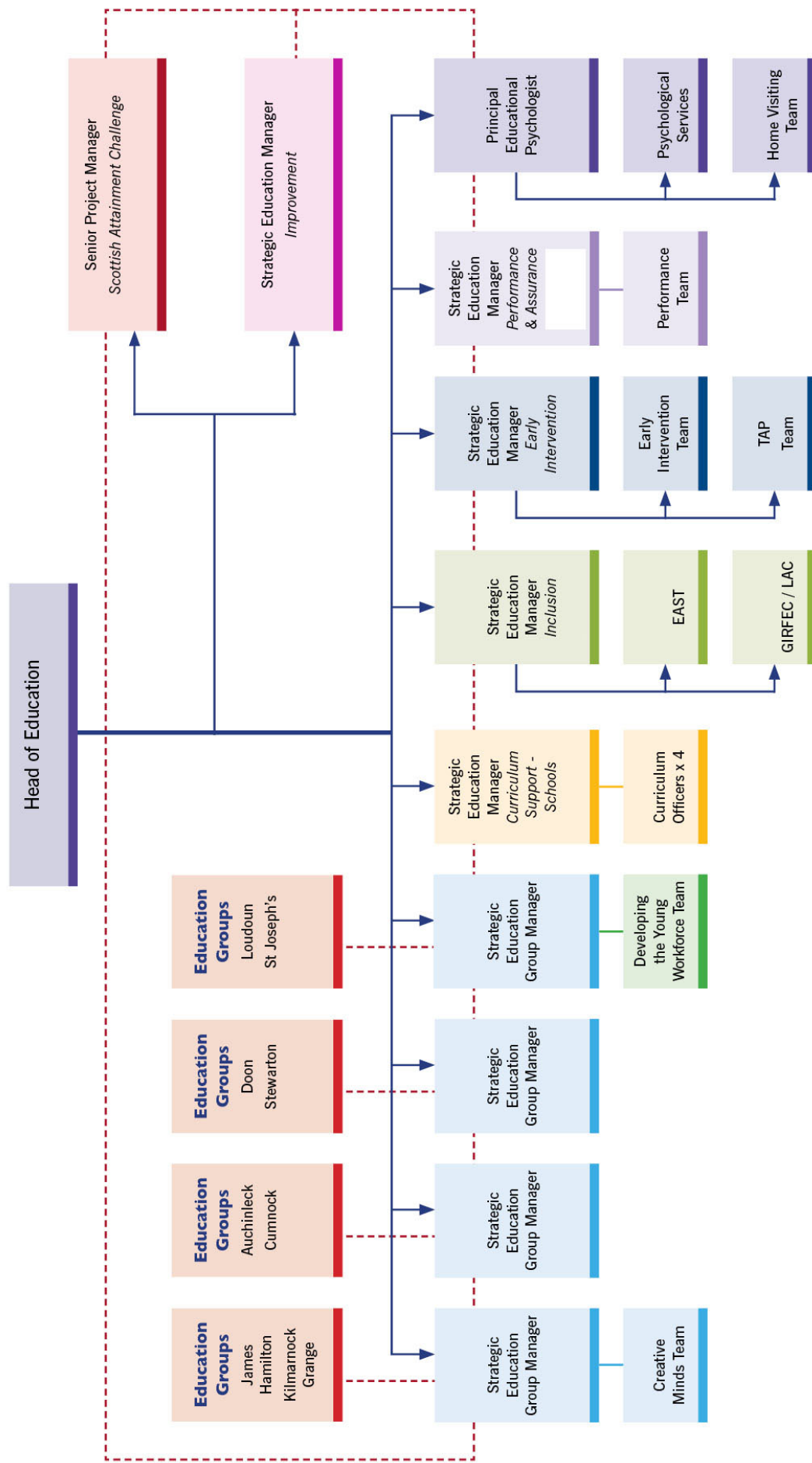
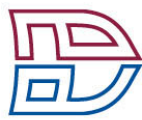


LOUDOUN ACADEMY DIGITAL LEARNING



East Ayrshire Council - Economy and Skills

Education Service - Senior Management Structure



Job Description

Responsible to: Depute Chief Executive (Economy & Skills)

Job Purpose: To develop, manage and ensure the effective delivery of the Education and childcare services for the children (0-18), young people and families of East Ayrshire and, as a Chief Officer, to contribute to the corporate leadership, management and development of the Council.

Main Duties and Responsibilities:

Setting vision and strategy

The Head of Education is the lead advisor to the corporate management team, Cabinet and stakeholders in developing the vision and strategy for the delivery of a sustainable education service and, working closely with the Depute Chief Executive (Economy & Skills) will:

- Work with the others to develop and promote a clear vision for the provision of Education services across East Ayrshire
 - Work with others to agree the strategic plan for Education
 - Demonstrate assurance, mastering complex issues, weighing issues of public and political interest
 - Understand, assess and manage strategic, reputational and operational risk
 - Challenge conventional approaches and act as a catalyst and driver of change
 - Provide strategic leadership for a programme of organisation and system transformation changing how education is delivered across East Ayrshire;
 - Champion a culture of innovation and continuous improvement
 - Demonstrate strategic leadership across the education sector in driving change and improvement at a system level
 - Maximise the opportunities of educational reforms proposed/enacted by the Scottish Government.
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Managing the Education Service

The Head of Education will:

- Oversee the implementation of the strategic plan for Education
- Determine key organisational performance plans and take full responsibility for their delivery
- Advise Cabinet on issues in relation to the Education strategy, operational delivery and overall performance
- Demonstrate a results-driven approach in achieving the performance targets;
- Drive organisational and system change
- Lead the Strategic Education Management Team providing clear direction on the operational requirements of the service improvement plan and developing them to ensure they deliver exceptional leadership for education groups and establishments that they support
- Ensure quality and performance management systems are in place
- Apply resources appropriately to maximise the efficient delivery of front line services;



- Lead the design and improvement of management systems to meet stakeholder expectations
 - Ensure strong financial and budget planning in accordance with Council policy
 - Lead the development of an effective savings delivery plan which maximises opportunities for efficiency across the service and ensures best value is provided
 - Assure Cabinet of robust performance in relation to all legal, regulatory and statutory performance requirements
 - Ensure that Cabinet members are fully informed and aware of risks and benefits when making decisions
 - Build and maintain excellent standards of internal controls, performance management and reporting, risk and audit systems.
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Leadership

The Head of Education will be responsible for providing leadership to all working within Education and stakeholders and will:

- Promote the ethos and values of East Ayrshire and ensure that the service is focused on meeting the needs of children and young people
 - Build a culture that supports achievement of East Ayrshire's strategic plan by role modelling core values and leadership behaviours
 - Inspire and lead staff in the successful delivery of all aspects of strategy development, change management and operational delivery of newly formed strategic education groups
 - Encourage staff involvement and engagement in the strategic development, transformation and operational delivery of East Ayrshire's services
 - Create a climate which encourages teamwork, self-development and maximises individual potential and stimulates innovation and collaboration across the Council
 - Promote a culture of performance management through individual and team accountability and commitment to reflection, responsibility and excellence
 - Promote equality of opportunity through the employment practices adopted by East Ayrshire, service delivery and engagement activities
 - Role model open, respectful and collaborative values and leadership behaviours when working with others including: partners, parents, pupils, public, and stakeholders
 - Provide leadership across the service promoting collaboration, openness, respect, equality and excellence and driving system change in pursuit of local and national priorities.
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Building relationships and working with others

The Head of Education will be responsible for leading effective engagement and communication with Scottish Government, Education Scotland, staff, trade unions/professional associations, parent forum, the public, other education partners and wider stakeholders groups. The Head of Education will:

- Lead effective engagement and communication with the public and the media particularly in relation to transformation plans or potentially contentious issues
- Ensure effective engagement and communication with staff
- Engage with trade unions/professional associations in pursuit of positive employment relations
- Act as Joint Secretary for management side of the Joint Negotiating Committee for Teachers (JNCT) and advisor to the JNCT
- Build effective, professional and respectful stakeholder relationships across education;
- Manage the complex stakeholder relationships necessary to secure successful outcomes and co-operate with other authorities in the delivery of services for children and young people
- Promote effective joint working with East Ayrshire towards the achievement of strategic objectives
- Develop and maintain positive relationships with other Heads of Service to understand the challenges that they face in discharging their responsibilities.

This job description is intended to indicate the broad range of responsibilities and requirements of the post. It is neither exhaustive nor prescriptive.

East Ayrshire Council reserves the right, in consultation with the post-holder, to amend the job description to include other duties commensurate with the role to meet the changing needs of the Council.



Person Specification

Qualifications

- Candidates must be able to provide evidence to demonstrate commitment to their professional development evidenced through the attainment of: full registration with the GTCS; a degree; post-graduate; professional or vocational qualification (SCQF level 9 or above)
 - A post-graduate or professional qualification is desirable
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Experience

Candidates will be expected to be able to demonstrate experience in leadership, setting vision and strategy, managing services to deliver and building relationships and working with others.

We will expect candidates to evidence their experience as follows:

Leadership

- Communicates a compelling and inspired vision for change
- Manages performance positively setting clear targets, holding others to account and creating a climate of support and accountability
- Motivates, engages and works positively to get the best out of people
- Positively demonstrates the Council's culture and values
- Acts as a role model and inspires and motivates others
- Demonstrates resilience and confidence in working in a visible role which is subject to scrutiny
- Demonstrates integrity and respect
- Empowers and develops others
- Builds capacity and resilience within teams
- Leads positively and with resilience through challenging change processes and financial pressures and delivers results.

Setting vision and strategy

- Develops and maintains clear vision and strategic direction
- Thinks strategically with a broad/national perspective
- Focuses on the future
- Orientates to challenge, innovate and drive change
- Anticipates future issues and consequences
- Makes effective decisions based upon analysis, experience and judgement
- Considers and understands multiple and conflicting perspectives and delivers appropriate solutions

Thinks laterally and makes connections between previously unrelated issues.



Managing services to deliver

- Acts with stakeholders in mind, dedicated to meeting customer requirements
- Continuously reviews, improves and innovates services
- Manages complexity and ambiguity positively
- Effectively analyses complex information
- Focuses on the delivery of results on time, within budget and to a very high standard
- Clearly and comfortably delegates both routine and important tasks and decisions whilst ensuring that goals are met
- Plans and manages work maintaining clear focus on the achievement of results
- Manages people equitably, promotes good relations and human rights for all
- Manages resources effectively understanding the requirement for best value and prudent fiscal management
- Demonstrates a positive and resilient approach to solving difficult problems.

Building relationships and working with others

- Develops effective, respectful and honest working relationships;
- Negotiates in complex and difficult situations, across conflicting agendas, bringing about solutions and securing agreement without damaging relationships;
- Successfully influences those over whom they have no formal authority;
- Confident, visible and approachable with highly developed communication skills;
- Promotes collaborative working and demonstrates sensitivity and understanding of diverse viewpoints;
- Politically astute understanding what can and cannot be done in the environment

Commitment to the Values of the Council

Through the selection process we will also seek evidence that the personal values of candidates align with those of East Ayrshire Council.



Terms & Conditions of Appointment

The Council has a reputation of being a good employer and has a wide range of attractive employee benefits in place beyond this summary.

Length of Contract	This is a permanent position. Terms and conditions will be in accordance with the Scottish Joint Negotiating Committee for Chief Officials. Please note that this information pack is intended only to provide an overview of key terms and conditions of employment. A contract of employment containing full terms and conditions will be issued to the successful candidate.
Salary	The salary level for this post is £88,769
Pension Scheme	The postholder will automatically join the final salary Local Government Pension Scheme (9.5% employee rate contribution), unless they elect to make alternative arrangements.
Annual Leave	Up to a maximum of 30 days depending on service. The Council also recognises a total of 12 local and public holidays.
Hours	This is a full-time role. The normal hours of work are 35 per week however the post-holder will be required to work the necessary hours to successfully carry out the duties of the job.
Notice Period	The contract may be terminated by giving 12 weeks' notice in writing.
Location	Council Headquarters, London Road, Kilmarnock
Relocation Expenses	East Ayrshire Council may reimburse or contribute towards the costs reasonably incurred in removal and in setting up a new home where it is necessary to do so up to a maximum of £5,500.
Pre-Employment Checks	<p>Appointment is subject to the completion of satisfactory pre-appointment checks, which include:</p> <ul style="list-style-type: none">• Provision of proof of eligibility to work in the UK;• Completion of satisfactory pre-employment health screening;• Receipt of two satisfactory references to include current/most recent employer;• Provision of documentary evidence of qualifications as listed in the eligibility criteria• Protecting Vulnerable Groups (PVG) Scheme member and undergo a PVG Scheme update check.

Politically Restricted Post This position is politically restricted under the Local Government and Housing Act 1989, as amended. This means that the postholder is prevented from taking part in certain political activities.

Other Employment The postholder may not engage in any other business or take up an additional employment without the express consent of the Council. The postholder must inform the Council of any outside activity which may in any way conflict with their work for the Council.



Recruitment and selection process

Enquiries

To arrange an informal discussion about the role please contact Alex McPhee, Depute Chief Executive on 01563 576002

Submission of Completed Applications

Only applications submitted through the myjobscotland portal will be considered.

The **closing date** for the receipt of completed applications is **Sunday 15 October 2017**.

It is the applicant's responsibility to ensure that their application is submitted on time.

It is essential that applicants indicate on their application how and to what extent their qualifications and experience are relevant to the selection criteria outlined in this document. You must limit your text as required by the application process.

Any candidate experiencing difficulties completing their online application should contact Human Resources on 01563 716943

Selection Process

Stage One - Longleet

This stage will consider the criteria set out in the person specification for qualifications and experience.

The composition of the selection panel is provided with the application form.

When completing your application you must demonstrate and evidence your experience across each of the following criteria:

- Leadership
- Setting vision and strategy
- Managing change and delivering key objectives
- Building relationships and working with others

The panel will also seek to assess candidate on:

- Breadth of experience across a range of duties and responsibilities
- Clear and tangible evidence of success, quantified where possible
- Evidence of dealing with complexity for example situations which involve multiple components, shifting parameters and/or diverse internal and external stakeholders
- Evidence of working on a large scale quantified where possible. This may include working with larger budgets or numbers of employees. This also may include evidence of dealing with situations which impact across an entire organisation, sector or region.
- Responsibility and accountability. This includes evidence of working at the top management levels of an organisation e.g. Head of Service, Head Teacher, Senior Manager in an education setting, or at the level directly below this. It may also include evidence of regularly and directly advising and supporting education committees, or Cabinet.



- Challenge. This includes evidence of dealing with demanding situations which have required sustained tenacity and resilience.
- A sustained and consistent track record.

Stage two – Assessment Centre

Only those whose evidence meets the highest standard expected for this role across all essential selection criteria will be shortlisted for attendance at the assessment centre.

The desirable criterion will only be applied in the event of a large number of applications.

The Assessment Centre will take place over a full day and will comprise an interview and a number of exercises designed to assess experience and leadership behaviours.

Again, only those who demonstrate the highest standards expected for this post will be invited to the next stage following shortlist process.

Stage Three - Final Interview and Presentation

Candidates successful in the assessment process will be invited to the final stage. This will involve a panel interview and a presentation designed to demonstrate and assess your experience and leadership behaviours.

Assessment Centre and Final Interview

The Assessment Centre will take place on **Monday 30th October** with final interview on **Tuesday 28th November**.

You will be given as much advance notice as possible at each stage of the process.

Please note that it will not be possible to reorganise any stage of the selection process because of unavailability of applicants.

Reference documents

Documents to assist you in making your application are available on the myjobscotland portal.

These comprise:

- East Ayrshire Council Community Plan 2015-30
- Service Improvement Plan 2016/18
- Attainment Challenge Plan
- Education Group Details
- East Ayrshire PEF Guidance
- Early Years Expansion
- Joint Inspection of Services For Children & Young People In The East Ayrshire Community Partnership Area
- Know your Council





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