



Chief Executive Officer
HARINGEY **EDUCATION** PARTNERSHIP:
Candidate Brief



Haringey is located in the north of London.

The borough shares borders with six other north London boroughs. Clockwise from the north: Enfield, Waltham Forest, Hackney, Islington, Camden, and Barnet.

Haringey is a vibrant and diverse borough and one of extreme contrasts. The west, with areas such as Highgate, Muswell Hill and Crouch End, are among the most prosperous in the country. The east of the borough has some wards that are classified as being among the most deprived 10% in the country. Parts of Haringey are currently undergoing exciting redevelopment and regeneration.

Education in Haringey

We can rightly be proud of the quality of education in Haringey. Parents are currently able to choose from good or outstanding provision in over 90% of early years settings and 99% of schools (including all our nursery, secondary and special schools). In 2016, Haringey bucked the national trend with a significant rise in GCSE results; pupil progress was in the top 10 local authorities nationally; and our looked after children achieved the best GCSE results in the country.

Improvement has been rapid and sustained across all of our schools over the past five years. This represents a real success story for the borough and we can say confidently we now have a solidly good school system. Yet our ambition is to push further. We want Haringey to have a higher proportion of outstanding schools than our neighbours, both geographical and statistical; we want our children to be performing not just above national averages but well above London averages and in at least the top quartile. And every child must mean every child: despite our recent achievements, we know unequal outcomes remain across and within our schools.

Haringey Education Partnership

Haringey Education Partnership is a newly established schools-led organisation providing a fresh and innovative approach to ensuring all of Haringey's children and young people have the very best learning opportunities to exceed their potential.

Working in partnership, Haringey's schools and the local authority are committing to the next big step in developing a truly exceptional education system from early years through to post-16. We already have a very robust system built on a strong collective ethos. Haringey Education Partnership will go further to empower schools to work together to support and hold each other to account on behalf of our children and young people. Haringey Education Partnership has been designed, and is majority owned and led, by Haringey's schools.

The role of the Chief Executive of Haringey Education Partnership represents a unique opportunity for an ambitious and highly capable individual to lead and shape this new organisation, an organisation which will be invested in and governed by School leaders with School Improvement at its heart.

Governance

All Haringey schools will be given the opportunity to become members of the partnership. Rights and responsibilities are set out in articles of association and membership rules. Strategic leadership of the company will be by the company board. The Chief Executive and the company's Leadership team will be responsible for the day to day operational running of the company.

Membership of the board will reflect the members of the partnership. Board members will be directors of the company and will be drawn from both schools and the Council.

The governance structure will consist of:

Company Members

- Schools (membership would be open to any school, academy, 16-19 provider or other state funded provider of education; one school = one member).
- Haringey Council

Company Directors:

- Independent Chair (1) – appointed by the board
- Non-executive Directors (5) – elected by schools by phase and type
- Non-executive Director (2) – Governors
- Non-executive Director (1) – Haringey Council
- Executive Director – CEO of the company
- Independent Non-executive Directors (up to 3)

The directors will have a legal duty to act in the best interests of the company, to promote its success and to avoid any conflicts of interest.

The role of the board of directors is to:

- Be responsible for the good governance of the company
- Set the company's strategic aims
- Provide the leadership to achieve those aims
- Supervise the management of the business and hold the Leadership team to account.
- Report to company members on their stewardship

In addition, the Board must ensure it has oversight of the following functions:

- Proper application of funds and risk management
- Process of appointments to the Board
- Chief Executive's remuneration

It will be the responsibility of the Company to manage relationships with its members. Schools and the Council will also be customers and the CEO and senior management team will monitor quality assurance and value for money in the delivery of services to ensure continued and growth of business. The partnership between the Council, the company and its schools will have at its heart, the best interests of the children and young people of the borough and will evolve over time as needed.

Commissioning and Contract Management

All schools will be able to purchase services, should they wish to, in addition to the core offer. The Council will be both a member of the company and a commissioner of statutory and priority services from the company, who will deliver these on the Council's behalf, through an annual Service Delivery Agreement. This agreement will contain Key Performance Indicators and will be monitored quarterly in line with the Council's contract regulations.

The Council's corporate core and commissioning function will manage and monitor the contract with the School Improvement Company. The Council's Director of Children's Services will identify, set and monitor the strategic priorities, statutory requirements and educational outcomes which it requires the company to deliver on its behalf.

Funding

The company is funded through a combination of Council funding for a range of statutory duties, membership fees and income from schools for traded services.

The services, core and traded, to be delivered through the School Improvement Partnership at its launch are:

- School Improvement advisory support – statutory and traded
- Data Analysis
- Professional development
- Membership and development of School to school Improvement via Network learning communities
- Headteacher and school leader forums
- ITT and NQT recruitment, induction and retention
- Governor Services and Governor Training

Chief Executive Officer – the role

The CEO will be responsible for developing Haringey Education Partnership as an independent schools-led partnership that will work with school leaders to ensure that 100% of our schools are good and an increasing number are outstanding while implementing new and innovative models of school and system improvement.

The CEO will be responsible for both strategic and day to day management of Haringey Education Partnership. S/he will work closely with the Board of Directors of the newly established company in developing and delivering strategic priorities. The CEO will report to the Chair of the Board.

Key Responsibilities

- Leading and driving the development and implementation of a school-led system of School Improvement which can build and develop leadership capacity across the system
- Leading activity that identifies, develops and uses strengths in the partnerships schools to raise aspiration and school performance across all member schools
- Assuming responsibility for the leadership and management of Haringey Education Partnership and for all company operations including line management of Lead Improvement Partners
- Proactively managing the interdependent relationship between the Council and HEP so that schools feel they are working with a joined-up partnership
- Work in close collaboration and partnership with Haringey Council to deliver statutory functions as commissioned by the Council
- Strategically working with councils to which schools not in Haringey, but who have bought into HEP belong, so that there is a sound working relationship that supports schools in their improvement
- Developing strategic plans that secure the objectives of Haringey Education Partnership and delivering them successfully
- Managing resources to ensure secure finances, viable operations and potential for growth for the company
- The ability to look outwards and broker/commission access to and support from a range of organisations to help build school improvement capability across the Haringey system

Corporate responsibilities

- Identifying opportunities for business development with member schools and schools beyond Haringey that will add to the company's influence, reach and impact
- Formulating and successfully implementing company policy agreed by the Board
- Promoting a culture of collaboration that reflects the vision and values of Haringey Education Partnership while establishing successful commercial practices

Performance management

- Ensuring that objectives and performance standards are not only understood but owned by all involved in Haringey Education Partnership
- Monitoring school performance data and intelligence to share good practice and to minimise any risk of underperformance through early intervention.
- Intervening where necessary to improve performance in vulnerable schools and informing the Board of significant performance issues
- Assessing, monitoring and managing the risks facing the company
- Monitoring finances and exerting controls and interventions as necessary
- Monitoring and managing the performance of Haringey Education Partnership staff

Developing key relationships

- Building and maintaining an effective team of; central staff, school leaders and consultants
- Building on and strengthening partnership working and relationships between schools, teaching schools, a central team and Haringey Council
- Representing Haringey Education Partnership to customers and stakeholders so that the company is seen as integral to the success of Haringey schools
- Maintaining regular dialogue with the Chair of the Board of Directors and ensuring the Board is kept informed of all significant matters
- Maintaining regular dialogue with the Director of Children's Services and Lead Member at Haringey Council
- Maintaining regular dialogue with Regional Schools Commissioner, DfE, Ofsted, Sub Regional Improvement Boards. Ensuring they are kept informed of all relevant, significant matters

Person Specification

The successful candidate will be able to demonstrate evidence of the following qualities, skills and experience:

- Be able to set and communicate a strategic vision for the company, for now, and in the long term
- Enthusiastic and inspiring, with the ability to influence leaders, partners and stakeholders
- Relentless focus on school improvement and developing leadership capacity in the pursuit of excellence across the system
- Sound judgement and diplomacy in all dealings
- Quick to grasp and understand perspectives and needs of schools, leaders, and other partners
- Clear, logical thinker and communicator
- Understanding of the need to balance challenge and support to produce the best outcomes
- Tenacious, resourceful and imaginative when dealing with difficult issues.
- Demanding of high standards of performance of self and others
- Able to form strong and effective relationships that inspire and motivate

Experience of

- Successfully raising achievement and improving schools and the school system
- Running a complex organisation effectively
- Successful leadership and management of operational excellence and achievement of financial targets
- Building, challenging and motivating teams
- Developing, managing and monitoring budgets and forecasts, and delivering outcomes within agreed financial parameters
- Developing successful business relationships and systematically spotting opportunities for trade and business development
- Experience of negotiating and managing contracts and managing service level agreements and commissions

Skills and Knowledge

- Proven ability to lead, motivate, enthuse, and drive forward individuals, teams and partner organisations to achieve and sustain high performance
- Deep understanding of schools, school improvement and school related support services
- Proven high level organisational skills
- A track record of effective risk management and mitigation
- Ability to analyse, evaluate and interpret data and information to make critical decisions
- Exemplary communication skills, both oral and written
- Evaluation and management of the performance of staff
- A strong understanding of the components of effective-school -led model for school improvement
- An ability to liaise and network successfully with leaders in schools, Council, partner and regulatory organisations
- Ability to respond effectively to government policy proposals, plan for and manage relevant inspections and audits and work constructively with local and national government

How to apply

To apply, please submit a comprehensive CV along with a covering letter of no more than 3 sides of A4 setting out your interest in the role and details of how you meet the Qualifications, Experience and Knowledge criteria outlined in the Person Specification.

Please include in your application your current salary and names and contact details of three referees. (Referees will not be approached until the final stages and not without your prior permission).

Closing Date: 16th February 2018, 12 noon

Interviews: Week beginning 26th February 2018 (1 Day)

Please contact Fran Hargrove if you wish to discuss the role further

fran.hargrove@haringeyeducationpartnership.co.uk

Completed applications should be sent to the same address.