

INFORMATION FOR APPLICANTS
for the post of
Head of Education
(Learning and Resources)





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Message from the Chief Executive



Thank you for your interest in applying for the post of Head of Education (Learning and Resources).

Dumfries and Galloway Council has set clear Priorities to - build the local economy, provide the best start in life for all our children, protect our most vulnerable people and be an inclusive Council.

We are committed to enhance the lives of all the residents of Dumfries and Galloway. We are ambitious for our region, focused on supporting our communities to thrive and prosper, ensuring that we provide quality services that deliver our priorities. We value our 6000+ strong workforce in the work they do to achieve this.

Dumfries and Galloway offers its residents and visitors a quality of life second to none. We have beautiful coastal areas, stunning hills and vibrant market towns with excellent public services delivered by Council staff and other public agencies. We serve a population of approximately 150,000 across one of the largest regions of Scotland.

This is an exciting opportunity for an experienced and confident leader to join the Council Management Team at an exciting time of challenge and change in the region.

As Head of Education (Learning and Resources) you will work with other chief officers to transform the Council and meet future challenges. Importantly you will lead the delivery of school operations and resources, school health and safety, active schools, music tuition, education maintenance allowance, free school meals, clothing grants and early years, to meet the Council priorities.

You will work closely with Elected Members and as member of the Corporate Management Team you will lead change and improvement and empower and support staff to embrace a culture of strong performance management.

We are looking for a leader with a track record of success within a complex organisation. You should be educated to degree standard (or equivalent) and evidence the ability at a senior level of communicating effectively; working collaboratively to deliver leadership and change management; negotiating effectively; managing budgets and designing/ delivering strategic policies which improve organisational effectiveness.

If you have the ambition, enthusiasm, commitment, energy, drive and skills for this job then we look forward to receiving your application.

Gavin Stevenson

Dumfries and Galloway: Our Region

- Population of 149,670 is steady but our demographic is changing
- Third highest ranked of the mainland council areas for rurality, with 19.6% of the population living in remote rural locations, and nearly half of all people (45.8%) living in areas classified as rural
- Recent population projections indicate that there will be 3,040 fewer people aged 18 or under living in the region by 2039, a decrease of 10%. The gap between older and younger populations is likely to widen over time
- The population aged 65-84 is forecast to increase by 25% by 2037 while the number of children and working age adults is projected to fall
- Crichton University Campus is home to University of West Scotland, University of Glasgow and Dumfries and Galloway College offering both Higher and Further Education on a single campus
- Dumfries and Galloway has a strong sense of community with a number of operational community councils
- Dumfries and Galloway is home to the Eden, Spring Fling and Gael Force festivals not to mention Wigtown Book Festival. It also hosts numerous traditional festivals including several common ridings
- The quality of the landscape has been recognised in the designation of three National Scenic Areas (NSA)
- We are a key partner in the Regional Skills Investment Plan – South of Scotland [Regional Skills Investment Plan](#)

For additional information on our region go to www.visitdumfriesandgalloway.co.uk



Dumfries and Galloway Council's Vision, Priorities and Commitments:

Dedicated to creating opportunity for all, we'll support ambition, promote prosperity and establish Dumfries and Galloway as the best place in Scotland to live, work and learn.

Dumfries and Galloway Council is ambitious for our region, focusing on supporting our communities to thrive and prosper and ensuring we provide quality services that deliver the following four Priorities:

Build the local economy

We have secured a commitment from both UK and Scottish Governments to invest in our region through the Borderlands Growth Deal - totalling £85 million over the next ten years. We're committed to ensuring that Dumfries and Galloway emerges from the economic downturn in a stronger position by focusing on tackling the underlying weaknesses in our economy - low pay, not having enough paid work that make full use of skills/abilities (underemployment), above average levels of youth unemployment and the low level of qualifications. We have a leadership role in acting as a catalyst and model for other employers and organisations across the region in terms of innovative approaches. We've set out an ambitious economic vision for the region working with local business, partners and other agencies to realise this. Our commitments are to:

- Improve the level of skills within our communities and workforce
- Support our small and medium sized business to be established and grow
- Invest in our key infrastructure
- Provide an attractive location to do business.

Provide the best start in life for all our children

We are committed to giving all local children and young people an equal chance to fulfil their potential. For our children, raising attainment in schools is key to who they may become and how they will contribute to society. We have a strong focus on keeping children safe and helping vulnerable young people, as well as improving health and

wellbeing for all children and young people. The quality of practice in the classroom and of school leadership makes the greatest impact on pupil attainment. We are therefore continuing to build capacity in our staff, develop excellent practice in learning and teaching, and support and promote leadership at all levels. By investing in our ambition to have five new learning campuses which will benefit 6,000 learners in Dumfries and across the region, we are seeing good progress on delivering our Priority. Our commitments are to:

- Ensure early intervention, in particular to keep our region's most vulnerable children safe
- Invest in creating schools fit for the 21st Century, which are at the heart of our communities
- Raise ambition and attainment, in particular to address inequalities
- Support children to be healthy and active.

Protect our most vulnerable people

We want our most vulnerable residents - many of whom live in poverty or suffer poor health - to have the support and resources they need to live healthy and independent lives. Our focus is on tackling poverty, improving services for the homeless and working with our NHS partners to deliver better health and social care services for people in our region, demonstrating our commitment to help and protect those most in need. We fully support positive developments such as credit unions and home energy programmes to help people help themselves. Our commitments are to:

- Tackle the causes and effects of inequality and poverty
- Ensure our older or vulnerable people receive the care and support they need
- Keep our communities safe
- Help older or vulnerable people live healthy and independent lives.

Be an inclusive council

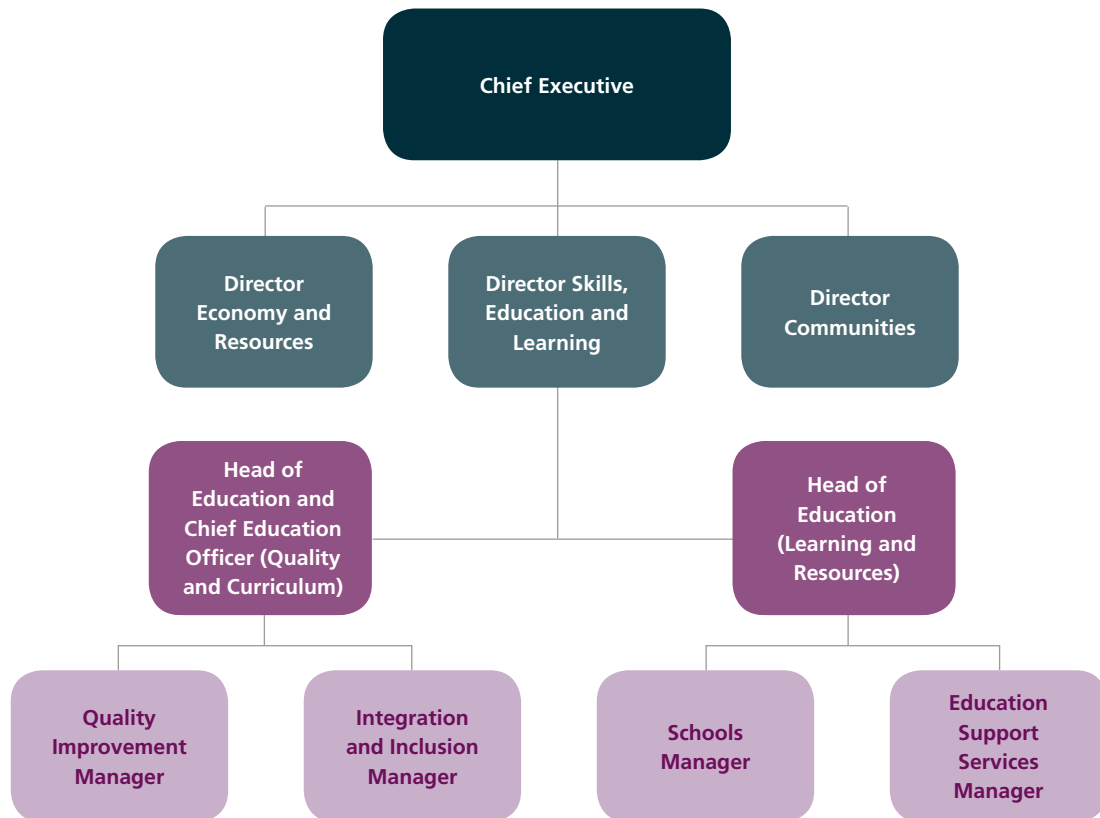
We are passionate about the importance of working with local people, our communities, our businesses, our staff and other organisations in our region. We all have a shared interest in making the most of the talents, vision and commitment of the people who live and work in Dumfries and Galloway. Our commitments are to:

- Empower our local people and communities are the heart of our decision making
- Increase equality of opportunity
- Empower our communities to make the most of their assets

For additional information visit

[Dumfries & Galloway Council Plan 2017- 2022](#)

Dumfries and Galloway is the third largest council area in Scotland. Following a recent organisational change, we have implemented the following structure:



Skills, Education and Learning

Gillian Brydson, Director Skills, Education and Learning has overall responsibility for the schools and early years settings across Dumfries and Galloway.

The Head of Education (Learning and Resources) is responsible for managing resources across schools and early years settings. This includes oversight and allocation of schools staffing and resources, responsibility for devolved budgets, teacher professional practice and workforce planning.

Further Information

You can find more information about the Council by visiting the following page

[Dumfries and Galloway Council: Council and government.](#)

You will find information on the Council Business Plans and how our current services are performing by clicking on the following link

[Dumfries and Galloway Council: Council performance.](#)

Political and Committee Structure

Our Council area is composed of 12 wards, with 43 Councillors in total.

The political composition of the Council is currently:

Dumfries and Galloway Conservative and Unionist Party	15 members
Scottish National Party (SNP)	10 members
Scottish Labour Group	9 members
Independent Group	4 members
Dumfries and Galloway Socialist Group	2 members
Scottish Liberal Democrats	1 member
Non Aligned Group	1 member
Non Affiliated	1 member

Decision-making structure

The Council has a traditional committee system comprising full Council and service committees; there are also a number of sub-committees and Area committees.

HEAD OF EDUCATION (Learning and Resources)

£81,083 - £84,973

Ref: DGA05270

Skills, Education and Learning within Dumfries and Galloway Council is recruiting a Head of Service to lead on managing resources and support services across schools and early years settings. We have a culture of empowering schools and the successful candidate will have the ability to deliver Council priorities while working with our headteachers and parent councils within a devolved school management framework.

You will be a leader with a track record of success in a senior role. Educated to degree standard [or equivalent], you will be experienced in leadership, managing budgets, managing change, effective negotiation, designing and delivering strategic policies to improve organisational efficiency, and effective communication with a wide range of local and national partners.

You will lead and drive continuous improvement, while empowering and supporting staff to embrace a performance management culture.

A relocation package is available.

For an informal discussion, contact Gillian Brydson,
Director Skills, Education and Learning, t: 01387 260 100, or
Human Resources, t: 030 33 33 3003, e: HR@dumgal.gov.uk

Closing date for applications: 30 March 2020

Further details: www.myjobscotland.gov.uk/councils



JOB DESCRIPTION			
Job Title:	Head of Education (Learning and Resources)		JE Ref:
Directorate:	Skills, Education and Learning	Band: Chief Officer 2	Location: Dumfries and Galloway
Responsible To:	Director Skills, Education and Learning		
Responsible For:	All staff and resources within Education (Learning and Resources).		
Job Purpose:	<ul style="list-style-type: none"> • Reporting to and working with the Director, Elected Members and other Heads of Service to achieve Council priorities and outcomes, through contributing to and collaborating on the development of Council policy and maximising the use of public, private and third sector capacity. • Lead and implement the Council's Priorities and policies and secure continuous improvement in the areas assigned. • As a chief officer of the Council support the Council's leadership, Priorities and strategic direction provided through the Council, Chief Executive and Directors. • Take responsibility for the leadership of the functions and services assigned. • Develop and improve your portfolio of services to ensure that the Council delivers its priorities, strategic objectives, and meets operational and statutory obligations. • Support transformational change by developing culture, systems and processes and leading the development of relationships with external partners and communities. • Lead the continuous improvement of Health and Safety practice across Education and Learning. 		

Main Responsibilities:	<ul style="list-style-type: none"> • Support the Director in the corporate and strategic leadership of the Directorate to deliver Council Priorities. • Provide leadership, vision and strategic direction to areas assigned in partnership with the Director, other Heads of Service and Elected Members. • Work across the organisation with other services to deliver Council Priorities and make connections and instigate action to enable their delivery. • Accept responsibility and act jointly with peers in a manner which supports the Council's Priorities and their delivery. • Take lead responsibility for effective delivery of assigned corporate priorities and objectives including cross Council services or functions as required. • Challenge poor practice or accepted positions both within and out with their responsibilities. • Assume budget, resource and management responsibility as delegated by the Chief Executive, Directors and council Standing Orders. • Lead functional areas within the Service including but not exclusively: School Operations and Resources, School Health and Safety, Active Schools, Music Tuition, Education Maintenance Allowance, Free School Meals, Clothing Grants. • Embed the performance management culture and drive continuous improvement of services through Best Value arrangements to improve outcomes for the communities of Dumfries and Galloway. • Contribute to the development and monitoring of the Service Business Plan which supports the achievement of Council objectives, and be accountable for its delivery and performance. • Formulate and deliver team or service plans. • Positively contribute to the delivery and implementation of the Local Outcomes Improvement Plan and actively engage in Corporate and Directorate based initiatives. • Lead, manage and provide direction for key programmes and projects within the Directorate. • Ensure effective and efficient service delivery, ensuring a value for money approach to the utilisation of resources.
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- Ensure that resources (including people and property) are optimised and controlled effectively by the development, implementation and monitoring of robust financial arrangements in compliance with the Council's Financial Management Framework.
- Provide accurate, timely and professional guidance to the Director and ensure the discharge of all relevant statutory responsibilities.
- Support the effective management and development of employees across the Service to deliver objectives in accordance with the Council's Workforce Strategy ensuring they are skilled, empowered, valued, motivated and high performing.
- Empower managers and all employees to celebrate success, to continue to learn and develop and to manage performance effectively.
- Ensure that managers are accountable for the effective management, allocation and control of resources within their respective areas and address failure to deliver and poor behaviour at first indication.
- Foster a positive culture across the Service, ensuring that the Council's Values are promoted.
- Develop and implement creative and innovative solutions to complex and/or politically sensitive policy matters.
- Ensure that appropriate activities comply with Standing Orders, Financial Regulations and Codes of Practice.
- Understand political environment and respond appropriately to needs, displaying empathy and sensitivity.
- Play a key role in the interface between Elected Members and Officers, supporting the democratic processes and providing advice on policy and professional matters.
- Support effective scrutiny arrangements and ensure the engagement and involvement of Members as appropriate.
- Engage and work collaboratively with Trade Unions.
- To undertake any other duties as the Director may require.
- Represent the Director and the Council as required at meetings, working groups, and other events as required.

These responsibilities are not exhaustive and may be added to or amended consistent with the job purpose.

Performance Management	<p>To manage your own performance and any staff you are responsible for in accordance with the Council's values of Customer First, continuous improvement, openness and honesty, local decision making and team working.</p> <p>To achieve the agreed performance targets detailed in the work plan, as agreed in the Performance Development Review process and contribute to performance appraisal activities.</p> <p>To manage your own performance in compliance with all Codes, Regulations and Procedures including Code of Conduct, Health and Safety and Governance.</p> <p>To manage risk, promote risk awareness and prioritise work in light of risk analysis.</p> <p>To actively commit to the Council's equality and diversity vision statement and associated policies that promote fairness and equality and celebrate diversity, in dealing with colleagues, clients and service users.</p>
Prepared by:	<div> <div data-bbox="502 1041 750 1120">Stewart Clanachan HR Manager</div> <div data-bbox="1161 1041 1299 1120">Date: June 2019</div> </div>

Person Specification and Assessment Form

Candidate Name		Post Ref No	
Post Title	Head of Education (Learning and Resources)	JE Ref	
Service	Skills, Education and Learning	Band	Chief Officer 2
Base	Dumfries and Galloway		

Requirements Essential (E) or Desirable (D)	E	D
1. Education and Training	Score	
Educated to degree standard or equivalent	E	
Evidence of Continuous Professional Development	E	
Professional or management qualification	E	
Recognised leadership qualification (e.g. Professional Development Award Level 5)		D

2. Experience	Score	
Demonstrable senior management experience in a complex organisation with a proven record of success	E	
Demonstrable achievements in providing leadership and change management at a senior level within a complex organisation	E	
Analysis and effective use of complex management, strategic, risk and budget information to inform decision making and improve performance.	E	
Designing, developing and implementing strategic policies for the improvement of the Council	E	
Significant experience of establishing and sustaining effective partnership working at a senior level	E	
Significant experience of leading, managing and inspiring employees, building and motivating effective teams	E	
Significant experience in preparing and delivering management reports on time which address governance and service requirements	E	
Demonstrable experience in constructive challenge of poor practice or accepted positions both within and out with their responsibilities	E	

Requirements	E	D
Essential (E) or Desirable (D)		
3 Skills and Abilities	Score	
Proven and visible leadership skills that deliver effective service delivery and change management	E	
Strategic thinker with a clear vision of the future of Council services	E	
Excellent verbal and written communications skills, including delivering presentations and effectively representing the organisation	E	
Effective leadership which will empower and support employees and foster a positive and supportive culture	E	
Effectively manage and monitor performance at individual, service and corporate level	E	
Hold senior management teams to account through rigorous performance management	E	
Strong interpersonal skills and abilities	E	
Demonstrable effective approaches to conflict resolution, negotiation and influencing others	E	
Strong influencing skills with peers as a member of the Council's Senior Management	E	
Strong analytical skills	E	
Work across the organisation with other services to deliver Council priorities and be able to make connections and instigate action to enable their delivery	E	
Ability to deliver customer focused services	E	
Skilled in the use of information and communication technology		D
Address failure to deliver and poor behaviour at first indication.	E	

4. Knowledge	Score	
Sound knowledge of budgetary control and quality assurance systems, interpreting and understanding complex financial and budgetary information	E	
In-depth understanding of the workings of Local Government, including Local Outcomes Improvement Plan	E	
Thorough knowledge of relevant statutory responsibilities, legislation and regulations in relation to the provision of services		D

Requirements	E	D
Essential (E) or Desirable (D)		
5. Personality Factors	Score	
Buildings and sustains positive relationships with communities and all stakeholders	E	
Relates appropriately to Elected Members, showing a high degree of political sensitivity	E	
Excellent self-discipline, exhibiting good personal organisation and time management	E	
Calm under pressure, responding constructively to criticism and demonstrating high levels of resilience	E	
Maintains high standards of professional ethics, integrity and corporate discipline	E	
Accepts responsibility and acts jointly with peers in a manner which supports the Council's Priorities and their delivery.	E	
Understands political environment and responds appropriately to needs, displaying empathy and sensitivity.	E	
6. Other Requirements	Score	
Must be prepared to work flexibly and out with office hours as required	E	
Possession of valid driving licence		D

Core Management Competency Framework

The following table provides a reference for the Core Management Competencies identified for Senior Managers in Dumfries & Galloway Council.

Leadership	Strategic Thinking And Planning	Delivering Results
Creates and secures commitment to a clear vision	Develops and influences strategic aims, anticipating future demands, opportunities and constraints	Organises work processes to deliver on time, on budget and to agreed quality standards
Initiates and manages change in pursuit of strategic objectives	Demonstrates sensitivity to Members' needs and to wider political and departmental issues	Defines results taking account of customer's needs
Is visible, approachable and earns respect	Contributes effectively to strategic thinking of senior management team	Manages relationships with customers/other stakeholders effectively
Inspires and shows loyalty	See relations between complex inter-dependant factors	Strives for continuous performance improvement and encourages others to do so
Builds and supports a high performing team	Reconciles day to day demands with long term objectives	Demonstrates high level project management skills
Acts decisively having assessed the risks	Translates strategic aims into practical and achievable plans	Assesses and manages risk
Accepts responsibility for actions of the team	Takes decisions on time, even in uncertain circumstances	Monitors performance and incorporates feedback in future plans
Demonstrates the high standards of integrity, honesty and fairness expected in public services		
Management Of People	Communication	Management Of Financial And Other Resources
Makes best use of skills and resources within team	Chooses methods of communication most likely to secure effective results	Challenges existing practices and leads initiatives for new and more efficient use of resources
Develops staff to meet challenging organisational needs	Negotiates effectively and can handle hostility	Secures value for Council taxpayers' money
Establishes and communicates clear standards and expectations	Is concise and persuasive orally and in writing	Negotiates for the resources to do the job, in the light of wider priorities
Delegates effectively, knowing when to step in and when not to	Listens to what is said and is sensitive to others' reaction	Use management information to monitor/control resources
Gives regular face to face feedback and recognition	Demonstrates presentational and media skills	Manages contracts and relationships with suppliers effectively
Addresses poor performance	Is comfortable and effective in a representational role	Demonstrates commitment to using IT as a resource
Builds trust, good morale and teamwork, responds to feedback from staff	Builds, maintains and uses an effective network of contacts	
Secures commitment to change through appropriate involvement of staff	Develops appropriate language skills	

Personal Effectiveness	Intellect, Creativity And Judgement	Expertise And Professional Competence
Shows resilience, stamina and reliability under heavy pressure	Demonstrates a creative and constructive approach to problem solving	Operates effectively within the political and local government framework
Adapts quickly and flexibly to new demands and change	Homes in on key issues and principles	Earns credibility and influences through depth and breadth of expertise
Manages own time well to meet competing priorities	Offers insights and generates original ideas with practical application	Ensures that decisions are informed by relevant technical/specialist expertise
Takes firm stance when circumstances warrant it	Analyses ambiguous data and concepts rigorously	Accepts personal responsibility for quality of professional work
Is aware of personal strengths and weaknesses and impact on others	Displays confidence in own judgement but responds constructively to alternative ideas	Gives professional direction to others
Shows commitment to own personal and professional development	Encourages ideas, initiatives and innovation in others	Seeks and applies best practice from other organisations
Offers objective advice without fear or favour		
Pursues adopted strategies with energy and commitment		

Main Conditions of Service

This post is subject to Chief Officer terms and conditions of employment. The following list of conditions is not exhaustive and is provided only as a synopsis of issues commonly raised by applicants for employment with the Council.

Salary scale	£81, 083 - £84, 973
Payment frequency	Salary paid direct to bank or building society on 15th of each month.
Holiday entitlement	23 days rising to 28 days after 5 years continuous local government service (at the start of the leave year). In addition there are 11 general and public holidays, 7 of which are fixed. Additional annual leave can be purchased.
Pension	The Local Government pension scheme is available. Employee contributions are based on level of pay and is expected to be 9.3% of pay.
Notice period	Three months' notice on either side.
Relocation package	The Council offers a relocation package up to a maximum of £7,000 for you to move house to a suitable location in Dumfries and Galloway.
Interview expenses	The Council pays standard class rail fares or car mileage at 17p per mile. Reasonable subsistence costs are also paid.
Political restriction	This post is politically restricted under the terms of the Local Government and Housing Act 1989.

Application Process

Method of Application

Please complete in full the Council's Chief Officer Application form on the Council's recruitment website (www.myjobscotland.gov.uk/councils). In your application please provide an outline of your experience, with particular focus on the requirements of this post as set out in the job description and person specification. You should also complete the Equal Opportunities Monitoring form, which will assist us to maintain fairness in recruitment and employment practices.

Please note that CV's will not be accepted, and the Council's Chief Officer Application Form must be completed in full in order for your application to be considered. Further guidance on how to apply for this job is available on the myjobscotland website at the application stage.

As part of the application process you will be required to provide the names, addresses and telephone numbers of two referees, one of which must be your current or most recent employer. Please note that references will be taken up prior to the formal interview stage but after the assessment centre.

Canvassing of Members of the Council directly or indirectly will lead to disqualification.

The closing date for the post of Head of Education (Learning and Resources) is **Monday 30 March 2020**. We are unable to accept applications after the closing date.

Selection Arrangements

Candidates will be advised of the selection arrangements at the shortlisting stage.

Medical Fitness

Only applicants who are shortlisted will be required to submit a completed occupational health questionnaire.

Professional Qualifications

The Council may approach the appropriate bodies for confirmation of the currency of professional qualifications claimed by candidates.

Recruitment and Selection Stages

Key dates and activities in the recruitment and selection process:

Closing date for applications	30 March 2020
Shortlisting by Elected Members	28 April 2020
Assessment Centre	11 May 2020
Final formal interviews (performed by Elected Members, with professional guidance)	5 June 2020

Please note that Assessment Centre dates and formal interview dates are fixed and no alternative will be offered. **It is a requirement that you are able to attend on the specified dates in order for your application to be considered.**

Contact Us

The information referred to in this document is intended to provide you with the means to make an informed and considered application.

For an informal discussion, please contact Gillian Brydson, Director Skills, Education and Learning on (01387) 260100.

Alternatively please contact Human Resources on 030 33 33 3003 or e-mail HR@dumgal.gov.uk, should you require further information or support with the application process.