

Appointments Sub-Committee

Date: Monday 14 November 2022
Time: 2.00 pm
Venue: Committee Room 1 - Shire Hall

Membership

Councillor Peter Butlin
Councillor Yousef Dahmash
Councillor John Holland
Councillor Kam Kaur
Councillor Jerry Roodhouse

Items on the agenda: -

1. General

(1) Appointment of Chair

(2) Apologies

(3) Disclosures of Pecuniary and Non-Pecuniary Interests

2. Exclusion of Press and the Public

To consider passing the following resolution:

‘That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 1 of Schedule 12A of the Local Government Act 1972’

3. Appointment of Assistant Director of Education

3 - 8

To consider the appointment to the post of Assistant Director of Education.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

To download papers for this meeting scan here with your camera



Disclaimers

Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

Job Description

Assistant Director - Education Services	
Directorate:	People
Accountable to:	Strategic Director People
Accountable for:	Education sufficiency and access inc. capital programmes SEND & Inclusion services Education Entitlement inc. children missing School Improvement and Governor Services School Attendance Employability and post 16 Adult and Community Learning Warwickshire Virtual School Warwickshire Music Service Education tactical system and development
Salary Band	Hay – Assistant Director Pay Band – £89,618 – £121,856
Political restriction	Yes
Annual revenue and capital expenditure budget	Approx £120M
Staffing	489 FTE

Context

As an Assistant Director at Warwickshire County Council (WCC) you will be part of our senior leadership team working in partnership with other Assistant Directors to deliver the organisational outcomes.

Job Purpose

The Assistant Director will ensure WCC commissions and delivers high performing services and activities that contribute to Warwickshire's strategic outcomes.

They will be clear of their commissioning intentions and how these will be monitored and measured. They will ensure that activities that do not contribute to Warwickshire's strategic outcomes are decommissioned.

The Assistant Director will plan and allocate resources around need and priorities, aligned to Warwickshire's operating model and the Council Plan.

The Assistant Director will maximise commercial opportunities and income streams to enable financial sustainability of WCC.

Responsibilities:

Ensure statutory duties within the remit of the post are met.

With regard to the relevant services portfolio the post holder will:

Strategic/Operational Planning and Organisational Leadership

- Contribute to the longer-term commissioning and financial strategy to meet the objectives of the Council Plan.
- Develop and deliver the 3–5-year strategy (including commissioning and financial strategies) and priority outcomes and intentions.
- Develop the medium-term financial strategy, and control allocated operational budgets to ensure spending is kept within the agreed limits and savings achieved.
- Develop the appropriate service commissioning strategy to commission the right provider to meet the strategic outcomes through a right sourced, mixed economy of internal and external supply.
- Lead the strategic development and redesign of services in accordance with Warwickshire's operating model and design principles.
- Act as place shaper and market developer, building strong partnerships based on trust and a strong performance management culture.
- Develop and implement policy relevant to the strategic outcomes and intentions.
- Represent the interests of the Council on external bodies and networks.
- Lead on the development of options appraisals to assess the most suitable means of delivery along with the production of business cases to support this.
- Negotiate robust supplier contracts and monitor their ongoing commercial effectiveness taking remedial action where necessary.
- Develop a robust operational business plan to ensure operational requirements are delivered on time, quality, budget and performance standards.
- Take accountability for operational outcomes, performance management and delivery of the service.
- Deliver allocated service specifications, statutory or regulatory duties.
- Meet the reporting requirement as set out in the Council's performance framework.
- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.

Management of resources and continuous improvement

- Performance monitoring of services ensuring quality services to meet performance measures and where relevant external inspection requirements and standards.
- Strive for continuous improvement and service transformation, identifying innovative and creative ways to provide services, using digital technology and other resources to deliver excellence.
- Allocate the operational budgets.

People Leadership

- Identify and develop the required capability and capacity of the team establishing a culture of high performance, innovation and creativity.
- Where appropriate lead on joint strategy and commissioning across partner organisations, communities and districts taking a collaborative and strategic approach to ensure that services are provided from the right place, in the right way irrespective of where the funding is located.
- Working collaboratively, provide strategic leadership to integrate commissioning functions across the organisation.
- Engagement with key stakeholders including statutory partners, service providers and customers.
- Act and operate corporately across WCC adopting a one council approach.
- Act as a positive role model for 'our behaviours' at all times.

Core Competencies of the Role

Our Values - The Warwickshire DNA



The post holder must be able to demonstrate that they role model the Warwickshire values and six behaviours in carrying out their role.

Our Behaviours



In addition, they must demonstrate the following specific competencies:

Commissioning	
Capability	Descriptor
Strategic Thinking	<ul style="list-style-type: none"> • Evidence based needs assessment and gap analysis • Reviewing priorities and determining strategic outcomes • Stakeholder management and relationship builder
Change Management	<ul style="list-style-type: none"> • Influencing the market • Designing services and shaping structure of supply • Planning capacity and demand management • Negotiation and influence • Managing provider relationships
Commercial Acumen	<ul style="list-style-type: none"> • Performance management • Contract management • Quality assurance, high performing services • Financial assurance, value for money provision
Innovation	<ul style="list-style-type: none"> • Creative thinking • Thought leader and shaper • Problem solver
Personal Resilience	<ul style="list-style-type: none"> • Demonstrates the personal ambition and drive to succeed • Delivers on promises • Overcomes adversity and setbacks • Strives to be the best and deliver excellence • Balances drive to deliver and succeed with strong business ethics safeguarding the vulnerable and both personal and the Council's reputation

Leadership and Management	
Capability	Descriptor
People Leadership	<ul style="list-style-type: none"> • Optimum structures. • Leads and inspires high performing teams and people. • Talent acquisition and development. • Reward and recognition. • Engages and motivates the workforce.
Management of Resources	<ul style="list-style-type: none"> • Achievement of outcomes at optimal costs. • Manages quality assurance. • Holds functions to account for deliverables, quality, and costs. • Generates income and commercial growth plans.
Organisational Leadership	<ul style="list-style-type: none"> • Cross organisation and wider sector collaboration. • Models innovation and champions diversity and creativity.
Strategic Planning	<ul style="list-style-type: none"> • Contributes to the Corporate Strategic Plan. • Defines the Strategic Plan for Functional area/s. • Uses whole system thinking. • Needs driven.
Continuous Improvement	<ul style="list-style-type: none"> • Service transformation and continuous performance improvement. • Thinks outside of “Warwickshire” – bring ideas and innovation from other sectors and organisations. • Develops end to end improvement plans based on the needs of our customers. • Uses technology and innovation to improve the customer experience and maximise service efficiency. • Develops strategies for the effective use of technology to deliver service improvements. • Role models self-service and modern working practices.

Role Specific	
Capability	Descriptor
Leadership	<ul style="list-style-type: none"> • Develop and maintain strategic partnership relationships across education, health, social care, and community-based services to support the effective delivery. Represent the Council and Education Services on local partnerships. • Develop positive relations with DfE, including the Regional Director and with regulatory bodies such as OFSTED. • Contribute constructively on behalf of Warwickshire County Council to regional and national working through membership of a range of groups e.g. national ADCS school improvement.
Management of Resources	<ul style="list-style-type: none"> • Ensure that education services and spend relating to education delivers the Council’s budget and service priorities. • Contribute to the oversight and best use of the Dedicated Schools Grant, including High Needs Block spend, ensuring school

	sustainability. Ensure an effective working relationship with Schools Forum.
Organisational Leadership	<ul style="list-style-type: none"> • Ensure the Council delivers statutory functions in relation to Education. Develop the Council's approach to fulfilling statutory functions in line with Cabinet and Council decisions. • Ensure that wide-ranging coproduction, consultation and dialogue takes place with stakeholder organisations, governing bodies, Multi Academy Trusts, children and young people, so that service planning and provision responds effectively to the community's needs. • Work with early years settings, school Heads and Academy Trusts, leaders of 16+ provision to establish positive influential and effective working relationships to improve outcomes for children and support the delivery of good quality education particularly for vulnerable children including children with a social worker. • Ensure that education in Warwickshire is informed by best practice and is ready for inspection across the different service areas, including contributing to safeguarding inspections and any other inspections of area services as required.
Strategic Planning	<ul style="list-style-type: none"> • Develop and deliver the Education Strategy and associated area-wide strategies and plans include capital and sufficiency, SEND, early years, attendance. • Ensure the development and implementation of future service plans as part of wider People Services and corporate planning, leading the contribution of Education Services to Child Friendly Warwickshire.
Continuous Improvement	<ul style="list-style-type: none"> • Support the development and improvement of the education and skills offer in Warwickshire, with a particular focus on children vulnerable to poor outcomes, influencing the education community including academies and maintained schools. • Drive improvements in education across all phases, including early years and post 16, involving and influencing partners such as early years settings, academies, Trusts, schools and colleges, post 16 providers and Universities.