

JOB DESCRIPTION

Unit:	Central South Consortium Joint Education Service
Post Title:	Managing Director
Salary:	£110,000
Responsible to:	Central South Consortium Joint Committee
Date of Description:	September 2019
Last Updated	September 2019

FUNCTIONAL AREAS OF RESPONSIBILITY

Leadership and management of an ambitious organisation

Providing visible and inspiring strategic leadership and management of the Central South Consortium Joint Education Service. This will require recognising the history and achievements of the organisation to date whilst continuing to manage the delivery model to ensure it is as efficient and effective as possible and compliant with local authority, Welsh Government and Estyn expectations. Critical to this is the ability to manage expectations and competing demands of stakeholders. Promoting the role of the consortium through effective brand management via a well-structured communications strategy is also key.

Collaborative leadership

The consortium works on behalf of the five authorities who are committed to the success and accountable for the outcomes of the organisation. This role will need to marry increased autonomy for schools with the accountabilities of LAs in delivering their own statutory responsibilities. There will, subject to local government changes, be opportunities to consider wider functions within the consortium to be delivered in partnership/s across the region. Success means keeping sight of clear outcome measures, political imperatives, good communication and analysis of evidence based on smart data collection. Maintaining an excellent relationship with schools, local authorities and Welsh Government is vital.

Leadership and management of school improvement services

The strategic leadership and delivery of a school led model of challenge and support for schools to include leading an experienced team to work alongside school leaders and teachers providing robust challenge and support for activities based on strong analysis of data and evidence. Managing the delivery of WG's reform programme with the agility to adapt to the requirements of the rapidly changing education landscape in Wales will demand effective people management skills to include identifying and providing high quality professional development for staff.

Growth of system wide school-to-school capacity building measures

We believe that capacity for system wide improvement rests within and across schools. The postholder will take our journey of a school led system to the next level, to work with leading schools and galvanise all governors, headteachers, middle leaders, teachers and support staff to engage with and benefit from a system of school led capacity building and improvement. The scope for this is wide, learning from our success so far and further developing the model with creative and innovative headteachers building on the evidence base to improve teaching and learning for all children especially the most vulnerable. The model will need to have the flexibility to embrace the challenges presented by the WG reform programme especially in preparing schools to meet the demands of the new curriculum.

KEY OBJECTIVES

1. To improve outcomes in education in the schools across the Central South region.
2. To maintain a strategic overview of the school improvement priorities for the region, using robust intelligence, and to configure the appropriate combination of school improvement services to meet the identified needs.
3. To motivate and manage the regional workforce in a way that meets the needs of LAs and the demands of Welsh Government
4. To ensure effective challenge and support to improve self-evaluation and improvement planning processes in all schools, providing support in inverse proportion to need.
5. To ensure effective leadership and structural models delivering interventions where standards are inadequate which have rapid and robust impact on outcomes and sustained capacity to improve.
6. To lead and further develop the 'Central South Wales Challenge' – the school led system for improvement in the region, moving it towards an independent school led model at the right pace and quality. This will include effective governance arrangements, sound financial management and an outcome-based accountability framework, which meet the expectations of all parties.

7. To attract, empower and engage the best leaders of education from within the region and beyond. To seek outstanding practice, grow and share it, to be relentlessly focused upon building the capacity of the school led system within and across schools, train and develop a high-quality teaching workforce, develop excellent future leaders and above all reflective practitioners who seek to constantly improve for the benefit of all children and young people.
8. To be accountable and have oversight for grant and core budget across the region, distributing grants in line with WG conditions and secure value for money through economies of scale and efficiencies enabling greater delegation of funding to schools.
9. To lead and promote greater collaboration between the five local authorities, and actively pursue opportunities to share good practice.
10. To build and sustain relationships with partners in particular with the constituent councils, other stakeholders including local and national politicians, governors and head teachers.
11. To understand the importance of communication and stakeholder engagement at all levels, and to manage relationships with the Welsh Government in all matters relating to the consortium's role.

KEY ACCOUNTABILITIES

STRATEGIC MANAGEMENT

1. To deliver the strategic plan and policies, as well as implementing cultural change, organisational development and facilitate the creation of a common purpose across the service.
2. To seek innovative and creative solutions to meeting the service's need to bring about change and improvement within limited resources.
3. To promote equality of opportunity and access in service delivery and in the employment of staff.

SERVICE QUALITY AND PERFORMANCE MANAGEMENT

1. To ensure that services are planned and delivered in a co-ordinated way and in compliance with the Joint Education Service Committee requirements for continuous improvement processes and effective scrutiny.
2. To ensure the formulation, implementation, monitoring and evaluation of Statutory Service Plans and Business Plans identifying, analysing and

responding to changing trends, patterns of demand and performance issues, as necessary.

3. To ensure that service delivery and planning takes account of and is benchmarked against local, regional, national and international performance indicators.
4. To put in place effective arrangements for performance management within the organisation with regular appraisal and reporting processes to evidence impact.
5. To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.

RESOURCE MANAGEMENT

1. To ensure the efficient and, imaginative management of all the services resources, (people, finance, property and information), in support of the agreed targets for service delivery and improvement.
2. To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by WG and LAs, ensuring that any special accounting or evaluation requirements involved are complied with and that such resources are integrated fully into the financial processes.
3. To work closely with councils, schools, agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

PARTNERSHIP WORKING AND COMMUNICATION

1. To develop and maintain the wider networks and partnerships the consortium needs to deliver its leadership role and to enhance services to its service users.
2. To actively foster and develop positive relationships with all schools, local authorities and other partners, including the voluntary sector and local businesses, as well as with other statutory bodies at regional and national levels, including the Welsh Government.
3. To communicate the consortium's vision, strategy and processes effectively, both internally to staff and externally to partners and the public.
4. To develop and implement effective arrangements for formal consultation with local authorities and partners and with the public, on service planning and delivery issues and for ensuring that comments received feed into policy and decision making, as appropriate.

5. To maintain positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.

To undertake such other duties and responsibilities commensurate with the grade, as may be reasonably required.

The contents of the document will be subject to review from time to time in consultation with the post holder.

PROTECTING CHILDREN AND VULNERABLE ADULTS IS A CORE RESPONSIBILITY OF ALL STAFF. STAFF ARE EXPECTED TO ALERT THEIR LINE MANAGER TO ANY CONCERNS THEY MAY HAVE REGARDING THE ABUSE OR INAPPROPRIATE TREATMENT OF A CHILD OR YOUNG PERSON, OR VULNERABLE ADULTS.

PERSON SPECIFICATION

Post Title:	Managing Director
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This Person Specification sets out the knowledge and/ or qualifications, past experience and personal competencies that would be ideal for this particular post.

The **Knowledge/Qualifications and Experience** sections describe what is required in terms of the technical ability that is needed to do this job successfully.

The **Competencies** section describes the kinds of non-technical skills, abilities and personal characteristics that the ideal person for this particular role would have. The competencies describe how that person would ideally work with other people and how they would approach their responsibilities.

The **Special Conditions and Professional Requirements** section describes any other qualities appropriate to the particular circumstances associated with this role.

<u>ATTRIBUTE</u>	<u>ESSENTIAL</u>	<u>DESIRABLE</u>
<u>KNOWLEDGE / EDUCATION</u>	<ul style="list-style-type: none">• Level 1 Welsh Language skills (with induction from Welsh language tutor if required)• degree or equivalent• relevant professional qualification• thorough knowledge of legislative and regulatory framework in Wales• detailed knowledge of relevant area(s) of service delivery•	
EXPERIENCE	<ul style="list-style-type: none">• extensive experience of successfully leading a group of schools as an Executive Headteacher or Headteacher or managing a major service at Director/ Chief Officer level• experience of working with elected members or the ability to demonstrate that such political sensitivity could be acquired quickly	

COMPETENCIES	
LEADING CHANGE	<ul style="list-style-type: none"> • Understands and embraces the need for change and responds positively to a modernising agenda • Develops a creative approach to service delivery • Encourages and supports others, including staff & middle managers, to be innovative
DEVELOPING AND MOTIVATING PEOPLE	<ul style="list-style-type: none"> • Identifies and makes the best use of the skills, knowledge and strengths of the team • Develops people for both the immediate and the longer term, and promotes a culture of continuous learning (Workforce Planning) • Ensures that team members are made actively aware of the social and environmental impact of their role
COMMUNICATING EFFECTIVELY	<ul style="list-style-type: none"> • Demonstrates open, honest and regular communication with all those who might need it • Communicates clearly and concisely • Communicates early to flag up potential 'surprises' in advance
WORKING IN PARTNERSHIPS AND TEAMS	<ul style="list-style-type: none"> • Builds lasting, positive & constructive relationships with a wide variety of people • Constantly looks for opportunities to improve service provision through working with other services within the LAs and beyond • Promotes and demonstrates an ethos of equality and diversity • Maintains the accountability and governance requirements when making decisions with external partners •
WORKING STRATEGICALLY	<ul style="list-style-type: none"> • Drives strategic priorities based on real need, grounded on well-informed evaluation of data • Sets a strategy that combines departmental strategy, the corporate vision and wider strategic imperatives • Is aware of, and acts on, emerging issues, trends and implications for the region and councils • Has clear knowledge of the connections between the regional service and wider corporate issues • Challenges service delivery to ensure a more sustainable future to improve people's quality of life and the quality of the environment •
MANAGING RESOURCES	<ul style="list-style-type: none"> • Aligns core and grant budgets to maximise efficiency within the specific requirements and conditions of both funding streams • Develops creative and radically different approaches to maintain high quality delivery with fewer resources (Workforce Planning) • Finds efficiency savings without compromising service delivery (Workforce Planning)

	<ul style="list-style-type: none"> • Anticipates future budget trends early and seeks to make necessary adjustments (Workforce Planning) • Constantly looks for ways to attract money through partnerships and joint commissioning • Successfully manages budgets, understands, uses and analyses numerically presented information • 	
FOCUSING ON SERVICE USERS	<ul style="list-style-type: none"> • Has well developed policies and processes for engaging service users • Ensures services are accessible and are provided equitably • Raises the profile and image of the regional service by publicising successes to the wider community • 	
POLITICAL KNOWLEDGE & AWARENESS	<ul style="list-style-type: none"> • Makes clear, well - justified recommendations • Makes other people aware of political sensitivities and develops others' political understanding • Has a local and national political knowledge and awareness 	
SPECIAL CONDITIONS AND PROFESSIONAL REQUIREMENTS	Ability to travel throughout the Consortium boundaries and beyond to meet the requirements of the post.	

