

Cardiff Council Recruitment Pack

Director

Education and Lifelong Learning

This document is available in Welsh/
Mae'r ddogfen hon ar gael yn Gymraeg



Letter from the Leader



Dear Applicant

Thank you for your interest in this exciting and challenging role.

Cardiff has been reinvented over the past quarter of a century as an internationally recognised capital city. This success can be seen in the rapid growth of the city's population with Cardiff now one of the fastest growing and most highly skilled major British cities. It can also be evidenced by strong performance in a number of headline economic indicators with unemployment down, employment growth up and visitor numbers having doubled over the last decade.

However, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial. Similarly, while Cardiff's population growth is a sign of strength for the city, unless it is well-planned and well managed it will put the city's physical and social infrastructures under real strain. This risk to the city's productivity, quality of life and standard of public services must be addressed.

Tackling inequality and managing growth sustainably is therefore at the heart of the Council's agenda. The administration also recognises that it must deliver for Cardiff during a period of unprecedented financial austerity for the Council, and its public service partners. Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced it will deliver better services for the people of Cardiff.

As an organisation we must move away from dealing with problems in isolation and begin to integrate frontline teams that are empowered to address the day-to-day issues we know need solving. In the same way, individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city.

More broadly, the Council must work across the public services to deliver lasting solutions to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for learners in our schools, including those who are most vulnerable, and those that are moving on to further and higher education, or securing apprenticeships or gaining employment with one of the major employers in the city. All this needs to be delivered without boundaries and demands a relentless focus on service delivery and partnership working to secure the outcomes that we want to achieve.

A successful capital city is also a national, not just a regional, asset. We must be an outward-looking city, working with all our partners to make sure that Cardiff's success is shared with local people, regional partners and the country as a whole. Cardiff must be a capital city that works for Wales.

The Administration has therefore set out in its policy statement- '*Capital Ambition*'- a programme of action to create opportunity, manage growth and reform public services whilst ensuring that the benefits of success are felt by all residents.

We know that a great education will help everyone in Cardiff to achieve their full potential. The Administration will continue to invest in and improve our schools and to make sure that every child has the best possible start in life. Education is one of the surest routes out of poverty,



Letter from the Leader



and so we are doubling our efforts to make sure that no child is left behind. We are focused on closing the gap in attainment of pupils from low-income families, looked after children, pupils educated other than at school and pupils with English as an additional language.

As Cardiff grows over the next 20 years, we will ensure that we meet the demand for more places in both English and Welsh medium schools by providing more schools and doing all that we can to attract, retain and develop the best teaching talent. In doing so, we will open our schools up for more community use, strengthening the important role that every school plays at the heart of their community. Education doesn't end at the school gate.

If everyone in the city is to benefit from the jobs and opportunities being created in our growing economy, every school leaver must be able to move into further education, employment or training. We know too that education is one of the main drivers of economic success, and so we are committed to working with Cardiff's business community to make sure that the city's skills system for both children and adults meets the needs of business, now and in the future.

We invite you to take up the challenge with us.

A handwritten signature in black ink, which reads "Huw Thomas".

Councillor Huw Thomas
Leader of the Council



Letter from the Chief Executive



Dear Applicant

Thank you for your interest in this exciting and challenging role.

Cardiff is the largest local authority in Wales and our schools are performing well across a wide range of key performance indicators. The collective commitment to educational improvement, articulated in the *Cardiff 2020* strategy, has had a significant impact for Cardiff's children and young people. However, there is still much to do to fulfil the aspiration for all young people in Cardiff to attend a great school and be provided with every opportunity to succeed.

The Cardiff Annual Performance Report published in January each year provides an analysis of the educational outcomes of all learners, identifies the key strengths and areas for further development across the Foundation Phase, Key Stages 2 to 5 and in relation to attendance, exclusions and transition to education, employment and training.

Cardiff Council's Cabinet have set out in the *Capital Ambition* programme a clear vision for the future development and improvement of the city. High quality education is at the heart of that vision, together with the development of the school estate across the city.

Cardiff has the largest school estate of any council in Wales, and the biggest projected spend under the Welsh Government Band B 21st Century Schools Programme. In addition to this the city is seeing significant new housing growth, which brings with it a sizeable programme of new school building, delivered under the planning consent agreements with developers. Taken together, the overall financial investment in the education estate over the next ten years will be approaching £0.5 billion.

The successful candidate will discharge the statutory duties and responsibilities of the Director of Education and have line management responsibility for two posts at Assistant Director level. The Assistant Director of Education is responsible for the full spectrum of education services to schools and has a critical role in the delivery of the Council's ambitions, for developing strong partnerships with school leaders and governors, and for ensuring high quality service provision to schools. The School Organisation Programme Director is responsible for ensuring that the programme as a whole, from inception through to delivery, is coherent and coordinated effectively across Council departments and with local stakeholders, including schools.

The successful candidate will ensure that educational improvement services provided by the regional consortium meet the requirements of the Council, and will build on the established partnerships with further and higher education, together with the business community and third sector organisations in the city.

The Director of Education and Lifelong Learning is also responsible for reporting personally on an annual basis to the Cabinet and Council on the achievements and improvement priorities of Education in Cardiff, and ensuring that effective performance management processes are in place across the directorate.

This is a highly visible role and the successful candidate will make a critical contribution to the delivery of the Council's ambitions, developing strong partnerships with school leaders and governors and ensuring high quality service provision to schools. The role calls for strong



Letter from the Chief Executive



professional leadership in education, strong people management skills, and the ability to communicate, negotiate and advocate with resilience and integrity.

Cardiff is one of the fastest growing cities in the UK and education is at the heart of the Cabinet's *Capital Ambition* plan for the future. Educational standards have improved significantly in recent years, and through strong partnership working education in Cardiff really is 'everybody's business'.

We have made good progress in addressing the priorities and ambitions set out four years ago in *Cardiff 2020*. We are now setting our sights on excellence in education up to 2030 in the capital city of Wales. These reflect the ambitious national programme of educational change and improvement and also the rapid growth of the City's population with fundamental changes to the City's economy over the next ten years. We are ambitious, but also realistic about what more needs to be done.

You will be joining a Council with high ambitions, in a role which offers real scope to make a lasting difference for the people of Cardiff.

A handwritten signature in black ink, appearing to read 'Paul Orders'.

Paul Orders
Chief Executive



Background



Background

The Council and its partners outlined in 2016 a clear vision for education in the city in Cardiff 2020: a renewed vision for education and learning in Cardiff

“All children and young people in Cardiff attend a great school and develop the knowledge skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens.”

This vision sets out five key goals to deliver Cardiff’s aspiration:

- Excellent outcomes for all learners
- A high quality workforce
- 21st Century learning environments
- A self-improving school system
- Schools and Cardiff in partnership

The Council’s Capital Ambition strategy places education at the heart of the city’s future economic and social prosperity. In recent years there has been significant improvement in quality and standards in Cardiff schools, coupled with major investment in new school buildings under Band A of the 21st Century Schools Programme. This investment is set to increase under Band B, and as a result of developer contributions from new housing developments.

The collective commitment of a wide range of partners to educational improvement and to the future of our young people is now a distinctive strength of the city. Employers, further and higher education, the third sector, arts, sports and cultural organisations all play a role in making education ‘Everybody’s Business’.

One facet of this is Cardiff’s commitment to becoming a UNICEF Child Friendly City:

- with children and young people at its heart, where the voices, needs and rights of all children and young people are respected;
- where all children and young people, regardless of belief, ethnicity, background or wealth are
- safe, healthy, happy and able to share in the city’s success.

School Performance

Overall, Cardiff schools are performing well across a wide range of key performance indicators. The collective commitment to educational improvement, articulated in the Cardiff 2020 strategy, has had a significant impact for Cardiff’s children and young people. However, there is still much to do to fulfil the aspiration for all young people in Cardiff to attend a great school and be provided with every opportunity to succeed.

The Cardiff Annual Performance Report published in January each year provides an analysis of the educational outcomes of all learners, identifies the key strengths and areas for further development



Background



across the Foundation Phase, Key Stages 2 to 5 and in relation to attendance, exclusions and transition to education, employment and training.

There is a close working arrangement with the Central South Consortium through the team of Challenge Advisers working in Cardiff Schools. The impact of the partnership approach to school improvement is evidenced by the improved profile of Cardiff schools in relation to outcomes of Estyn inspections, as well as school categorisation. The Central South Consortium annual business plan identifies the priorities across the five local authorities and actions that will be taken to address these issues. All Cardiff schools are involved in School Improvement Groups (SIGs) and other school-school partnerships, to further develop the aspiration to be a self-improving school system.

Cardiff schools have participated fully in the preparations for the delivery of the new Wales Curriculum, with a number of primary, secondary and special schools identified as Pioneer schools. Cardiff recently hosted a very successful Curriculum Convention, with schools and partners from the world of business, health, further and higher education and third sector partners. This event, hosted by young people, provided an opportunity to showcase recent practice in curriculum development and to initiate a wider 'civic conversation' about the future role and purpose of education in Wales.

Through the Cardiff Commitment, good progress continues to be made in engaging employers across the city to support young people into the world of work. Over 140 employers have made pledges to support this key aspect of the city's growth. The Council itself is also actively increasing the range of opportunities for young people, including a new round of apprenticeships, traineeships and ongoing work placements. The Youth Service has been actively engaged in reducing the number of young people who do not make a successful transition at the age of 16 into further education, employment or training.

There has been a significant investment in the development of the education estate. Cardiff has benefitted greatly from the "Band A" investment of the 21st Century Schools Programme, with circa £164 million to expand the number of both English and Welsh medium places. Band A has delivered two new High Schools: Eastern High in collaboration with Cardiff & Vale College and Cardiff West Community High School, as well as six new primary schools.

Under Band B Cardiff has secured an additional £284 million to expand and improve the condition and suitability of 5 secondary schools and special schools, together with the expansion in provision for young people with Additional Learning Needs in mainstream settings.

Furthermore, the Local Development Plan for Cardiff will generate significant educational benefits under section 106. This amounts to a total of ten two-form entry primary schools and a further two ten-form entry secondary schools. Whilst these are delivered under a different model, with primaries built by developers, the in-kind value of these additional assets will total approximately a further £150 million.

Scope of Role

The Education Directorate has recently been restructured to create four service areas:

- a) Achievement
- b) Inclusion



Background



- c) Services to Schools
- d) School Organisation, Access and Planning

The Assistant Director and the Programme Director have overall operational responsibility for all services in the Achievement, Inclusion and Services to Schools areas, and School Organisation, through the direct reports of heads of service.

The Education budget totals £270,947m (net), included within which is the schools' delegated budgets, amounting to £241,344m. The Education Directorate employs approximately 520 FTE staff, funded via a combination of core revenue funding, grant funding and income generated via traded services, including a number traded directly with schools. Traded income alone is anticipated to be in the region of £16.6m in 2019/20.

Directorate budgets have been much reduced in recent years. The Director will ensure continuing service improvement so that the Council effectively delivers its role as the Local Authority, despite these financial constraints.

The Director is also responsible for the working arrangements with the Central South Consortium through the Assistant Director and the Head of Achievement. Working with colleagues in our Corporate Finance team, the Director will ensure the appropriate and efficient use of the schools' budget.

Service structure

a) Achievement

- school improvement;
- youth services;
- education welfare;
- looked after children;
- partnerships and performance;
- school admissions;
- governor coordination;
- Cardiff services;
- information management;
- business support;
- elected home education;
- Education other than at school
- minority ethnic achievement and other key groups;
- healthy schools.

b) Inclusion

- educational psychology
- communication & wellbeing specialist teaching (speech & language, literacy, numeracy, autism support, wellbeing,, behaviour support)
- Outreach services – sensory Impairment, early years, Disability



Background



- SEN casework
- c) Services to Schools
- music service
 - Storey Arms outdoor education centre
 - school catering
 - International links
 - traded services
- d) School Organisation, Access Planning
- admissions policy
 - school organisation planning
 - commissioning of new build
 - consultation on school organisation proposals

Partnerships

A key responsibility for the Director is to develop and sustain partnership working, both within and beyond the Council. These partnerships include joint working with Children's services; the delivery of Family Support; working with the Health Authority; cross-directorate collaboration in delivering the school organisation programme; collaboration with employers through Cardiff Commitment; and strategic alliances with the FE and HE sectors.

The introduction of the ALNET reforms in Wales will present significant challenges, and opportunities. The Director, through the Assistant Director and the Head of Inclusion, will ensure effective collaboration with partners, especially health and Further Education, as well as with schools, in the implementation of these reforms.

This aspect of the role requires the ability to identify common priorities and to build alliances to achieve shared goals.

Political and stakeholder engagement

The Director will have extensive engagement with school leaders and chairs of governors, developing a culture of shared responsibility, promoting innovation and excellence within a framework of transparent accountability, within a self-improving system.

The Director can expect political engagement at the highest level, working closely with elected members from across the Local Authority, Welsh Government Assembly Ministers, and Members of Parliament.

The Director has a key role in realising the Council's commitment to creating a child friendly city where the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions. In parallel, the Director will also ensure that the role of parents and carers in maintaining a culture of high expectations is articulated and recognised.



Background



The re-shaping of the city's ambitions for education, Cardiff 2030, will similarly require the Director to work across other Directorates, with elected members, and with others throughout the city.

Background documents

[Cardiff 2020](#)

[Cardiff Commitment](#)

Available from the Cardiff Council Website:

Capital Ambition

Cardiff Child Friendly City

Cardiff Schools Annual Performance Report- available from Children and Young People's Scrutiny Committee

Cardiff Council Cabinet: Developing the Education Estate, October 2017

Cardiff Council Cabinet: 21st Century Schools: Cardiff's Band B Priorities December 2017





CARDIFF COUNCIL

Director of Education and Lifelong Learning

Cardiff is one of the fastest growing cities in the UK and education is at the heart of our Capital Ambition plan for the future. Educational standards have improved significantly in recent years, and through strong partnership working education in Cardiff really is 'everybody's business'.

We are now setting our sights on education for 2030 in the capital city of Wales. We are ambitious, but also realistic about what more needs to be done.

You will discharge the statutory duties and responsibilities of the Director of Education and make a critical contribution to the delivery of the Council's ambitions, developing strong partnerships with school leaders and governors and ensuring high quality service provision to schools. You will be highly visible to school leaders and governors; partners in further and higher education; and the business community in Cardiff.

The role offers significant professional challenge, and real scope for making a difference.

Salary £127,357

Closing date 7th October 2019

If you wish to have an informal discussion about the post please contact Paul Orders, Chief Executive Tel (029) 20872401 and/or Nick Batchelar, Director of Education and Lifelong Learning Tel (029) 2087 2700.

This post is subject to Disclosure and Barring Service Enhanced checks.

This is a full-time, substantive post located in County Hall, but with commitments to travel across the city and the local region.

Cardiff welcomes applications in both English and Welsh. As a large public sector organisation, it is important to us that we support the economic wellbeing of our citizens and that our workforce better reflects the communities we serve. Therefore, although not a requirement for application, Cardiff welcomes and encourages applications from individuals from our local communities, including the BAME community and fluent Welsh speaker.

Recruitment and Selection Process

This appointment will be made by an elected member Appointments Committee of Cardiff Council.

The first stage for long listed candidates will be an Assessment Centre which will be held on **7/8th November 2019**.

The second stage for shortlisted candidates will be an interview with the Appointments committee on **10th December 2019**.



Role Profile



Role Title	Director, Education & Lifelong Learning
Ref	SSD1
Grade	Director Spot Salary
Primary Purpose of Role	To provide strategic analysis and robust advice to the Cabinet Member for Education and Lifelong Learning regarding best options and methods to deliver relevant aspects of the Council's priorities as set out in its Corporate Plan; also to ensure the effective and efficient implementation of the Cabinet's strategic choices with a firm focus on achieving continually improving outcomes in educational attainment and successful engagement in lifelong learning in Cardiff and across the wider City Region.
Key Accountabilities	<ul style="list-style-type: none"> • To translate the Council's stated vision and priorities into a set of aligned and effective strategies for education and lifelong learning • To provide high-quality advice and insight for the Cabinet Member for Education and Lifelong Learning regarding the most effective models for delivering the relevant corporate priorities and responding to emerging needs • To take a lead role in the formation and on-going development of deep-rooted strategic partnerships and relationships that will place Cardiff's educational and lifelong learning services at the forefront of the City Region • To identify and make the most of existing and potential synergies across the work of the Council's educational, lifelong learning and other services, plus those of partner organisations • To take a lead role in optimising the use of the Council's resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver the key services needed by the people of Cardiff and the wider City Region • To accurately advise the Chief executive and Cabinet Member how and where to make efficiencies, cuts or investments in education and lifelong learning that will best serve the people of Cardiff and the wider City Region • To assess the strategic impact of shifting service demands in a diverse City with growing financial pressures and a commitment to the provision of improving standards of attainment, and to advise the Cabinet Member of all of the options (including innovative responses) and associated implications • To lead a management team; creating, implementing, monitoring and reviewing the performance of education and lifelong learning services and ensuring that significantly improved outcomes in the lives of learners are secured • To promote and lead a culture that realises Cardiff's aspirations in all aspects of its education and lifelong learning • To scan the external context and to advise Cabinet Members on how to position the portfolio for emerging changes, challenges and opportunities



Role Profile



	<ul style="list-style-type: none"> To fulfil all of the statutory duties and responsibilities of the authority's Director of Education
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Areas of Responsibility	<p>a) Achievement</p> <ul style="list-style-type: none"> school improvement; youth services; education welfare; looked after children; partnerships and performance; school admissions; governor coordination; Cardiff Commitment; information management; business support; elected home education; Education other than at school minority ethnic achievement and other key groups; healthy schools. <p>b) Inclusion</p> <ul style="list-style-type: none"> educational psychology communication & wellbeing specialist teaching (speech & language, literacy, numeracy, autism support, wellbeing,, behaviour support) Outreach services – sensory Impairment, early years, Disability SEN casework <p>c) Services to Schools</p> <ul style="list-style-type: none"> music service Storey Arms outdoor education centre school catering International links traded services <p>d) School Organisation, Access Planning</p> <ul style="list-style-type: none"> admissions policy school organisation planning commissioning of new build consultation on school organisation proposals
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Types of Measures of Success	<ul style="list-style-type: none"> Continually improving outcomes in the lives of people in Cardiff and the wider City Region Achievement of Corporate Priorities for the education and lifelong learning portfolio Effective management of resources – improvement of portfolio performance, whilst achieving required financial savings Satisfaction of the Cabinet Member with quality of advice offered in relation to key portfolio choices
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Role Profile



When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council.

These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	5
Taking Personal Responsibility	*	5
Seeking to Understand Others		5
Developing Potential		5
Leading Change	*	5
Initiating Change and Improvement	*	5
Organisational Awareness		5
Partnering and Corporate Working	*	5
Communicating		5
Analysing , Problem Solving and Decision Making		5
Equality & Diversity		5
Optimising Resources	*	5
Demonstrating Political Acumen		5





PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF DIRECTOR, EDUCATION AND LIFELONG LEARNING

1. **CONTRACT**

This is a permanent appointment.

2. **CONDITIONS**

Conditions of service will be in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities as adopted by the County Council from time to time, plus any other conditions or regulations determined by the Council from time to time in consultation with the recognised trade unions.

3. **SALARY**

The total spot salary for this post is **£127,357** per annum. National pay awards in accordance with the JNC for Chief Officers of Local Authorities will be applied.

4. **PERFORMANCE APPRAISAL**

There will be an annual process of performance appraisal linked to the setting and achievement of the responsibilities and accountabilities of the job; and identifying any continuing personal development needs to maintain a high level of performance. The process is separate from any scheme relating to either pay or performance related pay.

5. **ANNUAL LEAVE**

Annual leave will be 27 days for employees with less than 5 years continuous service, and 32 days for employees with more than 5 years continuous service. You will also be entitled to 8 bank holidays.

6. **HOURS OF WORK**

The job of Director cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.

7. **SICK PAY**

Occupational Sick Pay Scheme will be in accordance with the JNC for Chief Officers' Conditions of Service.

8. **PENSION**

Local Government Pension Scheme. An opting out notice is available from the Pension Section.

9. **POLITICAL RESTRICTION**

This post is politically restricted in accordance with the Local Government and Housing Act 1989 (as amended by Local Democracy, Economic Development and Construction Act 2009).

10. **CAR LOAN SCHEME**

You are eligible for a loan (which is not a taxable benefit) under the Council's scheme.

11. **CAR MILEAGE ALLOWANCE**

HMRC rate of 45 pence per mile will apply.



Terms & Conditions



12. **SMOKING**

The Council has a no smoking policy.

13. **FLEXIBILITY AND MOBILITY CLAUSE**

As a term of your employment you may be required to undertake such other duties and/or times of work as may reasonably be required of you commensurate with your grade or general level of responsibility within the organisation, at your initial place of work or at or from any other of the Council's establishments.

14. **SATISFACTORY MEDICAL REPORT**

A satisfactory medical report is required from the Council's Medical Adviser on initial appointment to the Council.

15. **NOTICE PERIODS**

This will normally be three months in writing on either side but this can be changed by mutual agreement.

16. **RESTRICTIONS ON RE-EMPLOYMENT**

Certain restrictions apply after termination of employment. These relate to not divulging confidential information. Also within 12 months not taking up employment or providing services for reward to a body in the circumstances outlined in the conditions of service, without the consent of the Council which will not unreasonably be withheld. These provisions do not apply if the termination is as a result of redundancy or externalisation of work and a consequent transfer to a new employer.

