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Date: 2 May 2019



**Members of the
Appointments Sub-Committee**

Chief Executive's Office

Archie Aitken
Head of Legal & Democratic
Solutions
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Notice is given that a Meeting of the **APPOINTMENTS SUB-COMMITTEE** is to be held within the Committee Room 4, Civic Centre, Motherwell on Friday, 17 May 2019 at 2:00 pm which you are requested to attend.

The agenda of business is attached.

A handwritten signature in black ink, appearing to read "Archie Aitken", is written over a horizontal line.

Head of Legal and Democratic Solutions

Members : Councillors: A Beveridge, P Di Mascio, M Gallacher, T Johnston, P Kelly, J Linden, J Logue and F McNally (substituting for L Roarty)

AGENDA

- (1) Declarations of Interest in terms of the Ethical Standards in Public Life Etc. (Scotland) Act 2000

EXCLUSION OF PUBLIC

The Sub-Committee is asked to consider passing the following resolution: "That under Section 50A(4) of the Local Government (Scotland) Act 1973, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 7A of the Act."

- (2) Post of Head of Education (North/Central/South) - shortleeting of applications received
 - (a) Recruitment Pack (page 5 - 14)
Submit recruitment pack for the post of Head of Education (North/Central/South) as listed on MyJobScotland (copy herewith)
 - (b) Application Forms Received (page 15 - 56)
Submit applications forms received, which meet the essential criteria, for the post (copy herewith)



AMBITION

WE HAVE IT.
NOW WE NEED
YOURS

**Head of Education
(North/Central/South)**

£85,597 - £89,337

Recruitment pack



In North Lanarkshire, we have a shared ambition. We want this to be the place to live, learn, work, invest and visit.

We want to:

- Improve economic opportunities and outcomes
- Support all children to realise their full potential
- Improve the health, wellbeing and care of our communities
- Improve relationships with communities and the third sector
- Improve the council's resource base

This is our shared ambition. But we need yours.

We want to do all this using our We ASPIRE philosophy. We ASPIRE is about how we work together to achieve inclusive growth and prosperity for the people and communities of North Lanarkshire. It defines all our work in the council, with partners and with people in communities.

Through We ASPIRE we will improve the quality of life of people living and working here. We will drive economic growth, increase our talent base and generate jobs and training opportunities.

We'll involve our communities in the decisions that will affect them and help strengthen their community foundations. We will reduce inequalities and use technology to make our sustainable, connected communities better places to live.

In the rest of this pack you'll find more information about North Lanarkshire, the relevant job description and links to other useful documents.

To be successful you'll need to be innovative, determined and resilient. You'll be prepared to do what it takes to deliver our shared ambition that North Lanarkshire is the place to live, learn, work invest and visit. If you have all these qualities we look forward to connecting with you.

BENEFITS

- Attractive pension and avc option
- 26 Days annual leave and 6 fixed public holidays, rising to 36 days in line with service
- Flexible working
- Buy and bank leave scheme
- Cycle to work scheme
- Childcare voucher scheme
- Relocation policy

ABOUT US

We have a bold vision for growth in North Lanarkshire that sets us apart from the rest of Scotland.

Located in the very hub of the country with exceptional transport connections, we attract talent and business that has revolutionised North Lanarkshire into one of Scotland's fastest-growing economies.

With a population of almost 340,000 people and Scotland's fourth largest local authority, we're brimming with ambition, have bags of determination and are moving at pace to effect real change in our communities and how we deliver services. Reducing inequalities is central to our vision for a brighter, better North Lanarkshire and we're investing in new schools and community facilities as well as doubling our affordable housing programme to build 5,000 modern homes by 2035.

Utilising the £1.2 billion Glasgow City Region City Deal to improve the road and rail transport network, create locations to attract business and industry that are relevant to our future economy, and maximise our greenspace for residents and visitors to enjoy are key to North Lanarkshire's regeneration strategy. Embracing our shared vision for North Lanarkshire is crucial, particularly as we face challenges to make savings as local government budgets are reduced.

Being big and bold means attracting large international events to our area. We recently hosted the Glasgow 2018 European Sports Championships, showcasing our world-class venue in Strathclyde Country Park to a television audience of more than a billion people for the rowing and triathlon competitions, a role we fulfilled at the 2014 Commonwealth Games.

Creating modern, vibrant communities where people live, work and socialise – is North Lanarkshire's shared ambition for the future. We aim to enhance the lives of people living and working here and you can be part of making that happen.



77 members

21 wards

33 Scottish Labour Party councillors

31 Scottish National Party councillors

8 Scottish Conservative and Unionist councillors

5 Independent councillors

12,413 Workforce (full-time equivalent)



339,400

population

21% under 18

65% working age population
age 16-64

4.7%
unemployment rate



£757m

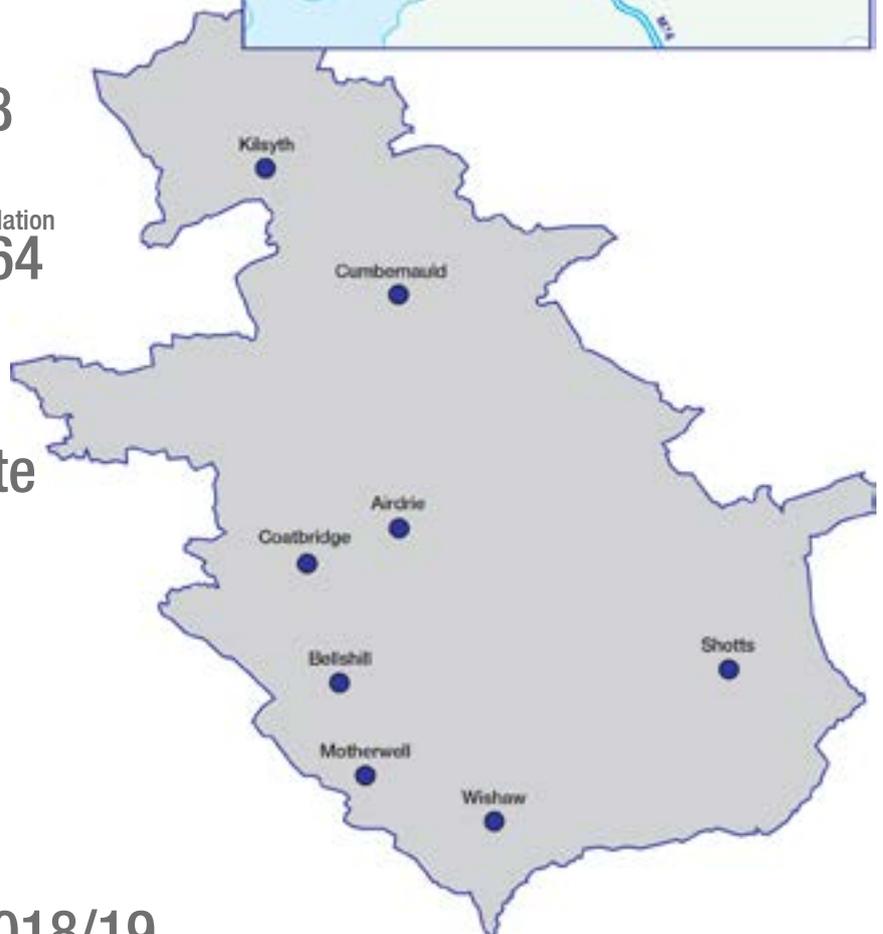
revenue budget 2018/19

£91m

capital budget 2018/19

£130m

housing revenue 2018/19



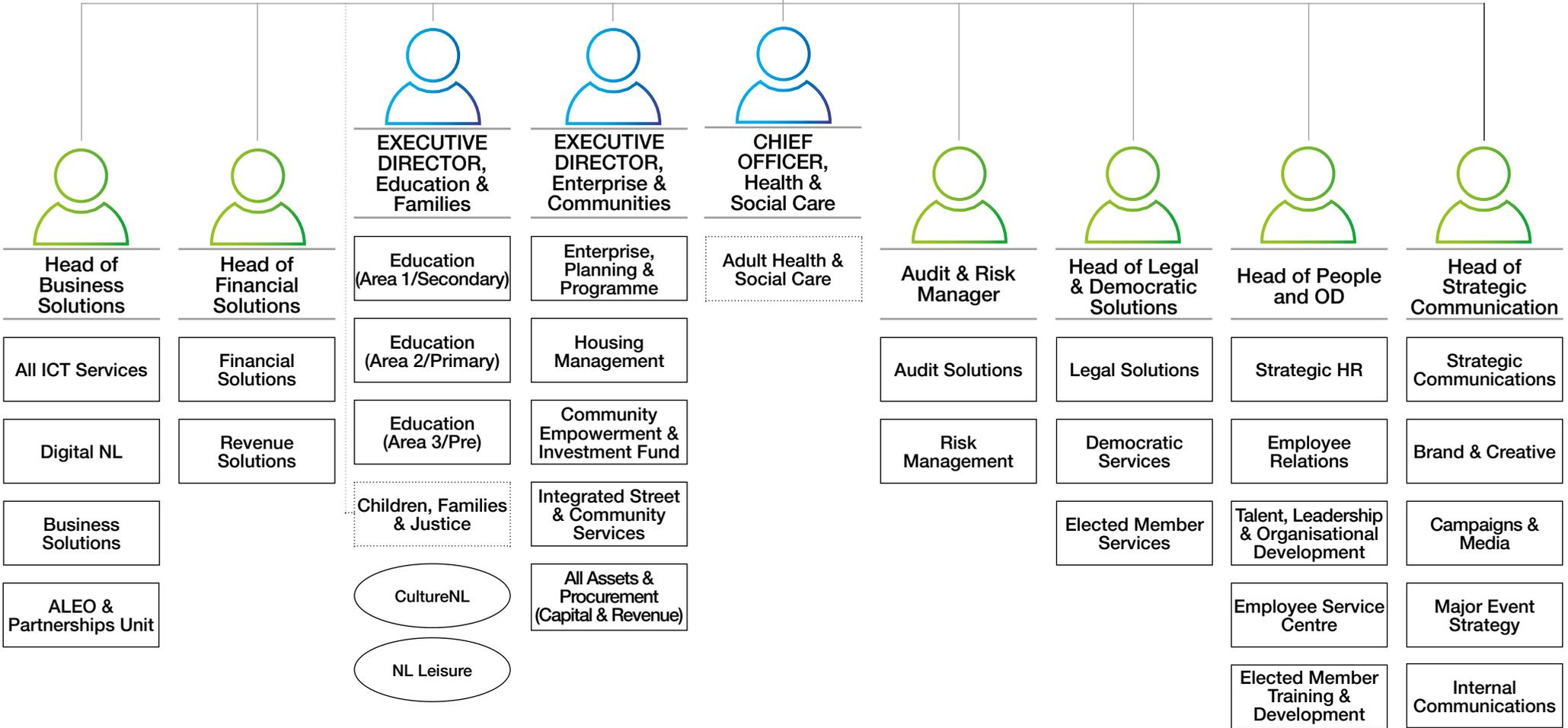
£75m

housing capital 2018/19



Functions

ALEOs



THE ROLE

Head of Education (North/ Central/South)

ROLE SUMMARY

We ASPIRE that North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit - a place where there is a shared ambition (that defines all of our work with communities, stakeholders, and partners) for inclusive growth and prosperity for all.

Our Heads of Service play a vital role in leading our services to deliver on our priority outcomes and strategic goals. Their key focus is on providing strategic clarity and operational direction to their service, ensuring that resources are fully aligned to support excellence in service delivery and building capacity to modernise and transform their services for the future.

Heads of Service have a key role to ensure that children and young people across North Lanarkshire are given the best chance to fulfil their potential. Young people are critical to the future of our local economy, and they are central to the Council's vision of inclusive growth and prosperity.

The Head of Education directly supports this strategic aim, providing a broad holistic care service that is directly linked to education, and focused on supporting children and young people in context of wider family and social community support systems that play such a critical role in their long term growth and progression.

- Derek Brown

Executive Director of Education and Families, North Lanarkshire Council

JOB PURPOSE

To contribute to the shared governance of the Council and take a leading role in the development of corporate and strategic objectives to ensure the delivery of quality educational services and outcomes to the children and young people of North Lanarkshire.

ROLE DIMENSIONS

The key dimensions of this post are:

Responsible for discharging specific functions delegated to the role and specified by the Executive Director of Education and Families and set out in the Council's Scheme of Delegation for the following, taking strategic lead responsibility for:

- Improving the quality of education services throughout North Lanarkshire, ensuring nursery settings, mainstream and Additional Support Needs Schools are effectively supported and challenged to ensure all young people achieve to their full potential
- Improving the quality of learning and teaching, and ensuring the effective provision of pathways and packages of support are in place for all young people to enable effective support towards positive destinations from school
- Ensuring standards of attainment improve through the broad general education and into the senior phase, through effective systems of curricular planning and performance management
- Ensuring the effective development of our leaders at all levels, and our professional networks, so as to ensure our capacity to improve in future grows

- Maximising the opportunities presented by digital learning and work-related learning to enable young people to have more personalised learning experiences and pathways
- Ensuring that the rights of young people are incorporated effectively in the improvement planning across the Directorate and the wider partnership

Key Relationships:

- Colleague Heads of Service including the Head of Children, Families & Justice.
- The Corporate Management Team and other Heads of Service
- The Leader of the Council, Elected Members and Political Party Leads
- The Community Planning Partnership and other key Partners and Agencies, including the North Lanarkshire Partnership
- The Scottish Social Services Council (SSSC) and the Care Inspectorate

STRATEGIC ACCOUNTABILITIES

Lead the Directorate to achieve its strategic goals by:

- Strategic lead for the development of the broad general education of a Curriculum for Excellence. This will focus on the attainment, performance and wider achievement agenda.
- Act as strategic lead on key priority areas, which may include additional support needs (ASN), development of the GIRFEC programme across all educational establishments, early years and childcare priorities and quality assurance/performance management.
- Strategic lead for attainment, wider achievement, quality improvement and performance and for devising self-evaluation programmes in line with local, NIF and West

Partnership priorities to ensure improved performance to allow children and young people to achieve their full potential.

- Strategic responsibility to oversee effective utilisation of the teaching workforce to meet the educational outcomes of the Service and in improving the quality and impact of school leadership at all levels by developing effective career long professional learning programmes.
- Driving an efficient, digitised and best value approach to enabling modern services for the Directorate, identifying and regularly reviewing priorities with key stakeholders including community planning partners, Heads of Service and other Executive Directors.

MANAGEMENT RESPONSIBILITIES

Direct efforts to manage the following key areas or risks for the organisation:

- Take corporate and strategic responsibility to facilitate and co-ordinate improved educational outcomes for children and young people.
- Ensure compliance with relevant statutory and legislative provisions, including compliance with the provisions of the Health and Safety at Work Act 1974, the Education (Scotland) Act 1980, the Standards in Schools Etc Act 2000, the Scottish Schools (Parental Involvement) Act 2006, the Education (Additional Support for Learning) (Scotland) Act 2009 and the Children and Young People (Scotland) Act 2014.



CORPORATE RESPONSIBILITIES

- Providing the clarity of vision, effective leadership and actively modelling desired behaviours required to achieve the Council's ambition.
- Demonstrating commitment to strategic relationships with other Services, and to finding improvements and effective business solutions which support the achievement of the Council's agreed priorities.
- Promoting and valuing the diversity of staff, people and communities served by the Council to ensure equality of access and treatment in employment and service delivery.
- Ensuring efficient management of resources, workforce planning, capacity building, and harnessing technologies which demonstrate Best Value in all activities of the Directorate.
- Ensuring the service works collaboratively, engages communities, consults parents, families and other key stakeholders and is a good example of wide participation.
- Ensuring delivery of best value in accordance with the Council's corporate policies, agreed service objectives and statutory requirements.
- Promoting the integration of Services and of joint working with key partner organisations to improve service delivery.
- Ensuring the development and maintenance of good employee relations in partnership with staff and trade unions/representative bodies through informal and formal processes of communication and involvement.
- Ensuring effective performance management through the development of continuous improvement, achievement of performance standards and sound budgetary management and control.
- Developing and realising the full potential of employees through effective coaching, performance management and providing development opportunities to promote the highest standards of delivery and the maintenance of professional standards.
- Ensure compliance with the Council's Standing Orders and Scheme of Administration, financial and regulatory procedures and policies.
- Comply with the Chief Officers Code of Conduct and Employee Code of Conduct, demonstrating the ethical standards expected of officials in public service.
- Carrying out such other corporate and management tasks as delegated by the Executive Director for Education and Families.

EMPLOYEE SPECIFICATION

EXPERIENCE & KNOWLEDGE

- Extensive relevant work experience at management level, including experience of operating at a senior management level in the schools/education service.
- Substantial experience in leading/managing large projects, including curriculum projects, workforce development, curricular development and performance management.
- Well developed understanding of educational service management.
- Experience of leading a complex service portfolio and professional experience in delivering one or more of the statutory and operational functions delegated to the service.
- Proven experience of delivering integrated services with partner organisations, with a strong customer focus and a clear ethos of collaborative working across boundaries.
- Track record of commitment to improving performance and harnessing technology to achieve goals and improve service delivery.
- Clear appreciation and understanding of the dimensions of the post both in the public and political arena.
- Evidence of building and maintaining positive relationships, collaborative and partnership working in a political environment and with Elected Members.
- Evidence of ability to contribute to the corporate goals of the Council, while effectively balancing the complexity of service delivery and meeting key operational and statutory outcomes and goals.
- Evidence of striving for improvements and better outcomes while managing risk and business continuity.
- Demonstrated knowledge of all relevant legislative, statutory and policy agendas.

EDUCATION, QUALIFICATIONS, TRAINING & PROFESSIONAL MEMBERSHIPS

- Educated to degree level or equivalent and relevant professional membership e.g. GTC.
- Appropriate, leadership qualifications.

LEADERSHIP, SKILLS & BEHAVIOURS

- Ability to demonstrate clear effective leadership, displaying behaviours which support and enhance the delivery of the Council's ambition, including setting a clear direction for the Service, promoting corporate working with peers and other Heads of Service and delivering change effectively and sensitively to drive sustainable transformation.
- Ability to effectively and innovatively balance resources and risk to drive Best Value and meet customer expectations within a challenging and dynamic environment.
- Ability to engender a positive performance culture across the service, developing and building staff capability and capacity and motivating and empowering others to contribute at their highest level.
- Astute political awareness and ability to develop and maintain effective professional networks and relationships, both internally and externally, which bring value to the Council and enhance its reputation.
- Ability to think strategically and to innovate around the use of technology and new thinking to constantly improve the effective and efficient delivery of the service.
- Ability to work effectively under pressure and to respond quickly to unforeseen events and changing priorities and circumstances.
- Skilled and persuasive communicator, able to convincingly represent the service and corporate responsibilities.
- Excellent negotiating and influencing skills, able to optimise partnership and collaborative working to deliver the best outcomes.

This post is politically restricted in compliance with the Local Government and Housing Act 1989 and the holder will be expected to comply with the Chief Officers' Code of Conduct, demonstrating the ethical standards expected of officials in public service. The Council's conditions of service for Chief Officer posts are those for the Scottish Joint Negotiating Committee for Chief Officials in Scotland, as varied in terms of any Local agreement(s) in force from time to time.

The job outline is intended to indicate the broad range of responsibilities and requirements of the post. It is neither exhaustive nor exclusive but, while some variation can be expected in particular duties, the outline is considered to provide a reasonable description of the post.

USEFUL LINKS

In the documents below, you will find more information about the council, its priorities and its policies. You can also visit the council website at www.northlanarkshire.gov.uk to find out more about what we do and the communities and partners we work with.

[We ASPIRE](#)
[- A Shared Ambition for North Lanarkshire](#)

[The Plan for North Lanarkshire](#)

TIMETABLE

Closing date: Monday 29 April 2019

Interviews: Monday 3rd June 2019

Shortlisted candidates will be required to undertake an online psychometric test prior to the interview date.



Produced by Corporate Communications, North Lanarkshire Council

