

# Public Document Pack

**Argyll and Bute Council**  
Comhairle Earra Ghaidheal agus Bhoid

*Executive Director: Douglas Hendry*



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11 January 2022

## **NOTICE OF MEETING**

A meeting of the **APPOINTMENTS PANEL** will be held **BY MICROSOFT TEAMS** on **TUESDAY, 18 JANUARY 2022 at 3:30 PM**, which you are requested to attend.

Douglas Hendry  
Executive Director

## **BUSINESS**

### **1. APOLOGIES FOR ABSENCE**

### **2. DECLARATIONS OF INTEREST**

### **3. APPOINTMENT OF HEAD OF EDUCATION, LEARNING AND TEACHING**

To short leet applications for interview

(a) Job Description for post of Head of Education, Learning and Teaching  
(Pages 3 - 8)

E1 (b) Applications received for post of Head of Education, Learning and Teaching (Pages 9 - 116)

E1 (c) Assessment of Candidates

### **E1 4. CONSIDERATION OF DRAFT PANEL QUESTIONS**

### **E1 5. SUMMARY OF APPOINTMENTS PROCESS**

E1 (a) Recruitment Process Briefing Note (Pages 117 - 120)

(b) Agreement on Stakeholder Panels

### **6. ANY OTHER COMPETENT BUSINESS**

The Committee will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for items of business with an "E" on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraph is:-

**E1 Paragraph 1** Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under the authority.

## **Appointments Panel**

Councillor Kieron Green  
Councillor Yvonne McNeilly  
Jennifer Crocket  
Carolyn McAlpine

Councillor Jim Lynch  
Douglas Hendry  
Pippa Milne

Contact: Lynsey Innis, Senior Committee Assistant; Tel: 01546 604338

<b>JOB DESCRIPTION &amp; PERSON SPECIFICATION (JDPS)</b>
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<b>Job Title:</b>	Head of Education	<b>Job Evaluation Reference Number:</b>	N/A
<b>Service:</b>	Education	<b>Grade:</b>	CO29
<b>Salary</b>	£79,541	<b>Location:</b>	Variable in Argyll and Bute
<b>Line Manager (post):</b>	Executive Director – Customer Services pro tem		
<b>Date JDPS was created / last reviewed / amended:</b>	November 21	<b>Version of JDPS:</b>	v.2
<b>This JDPS should be read in conjunction with:</b>	<ol style="list-style-type: none"> <li>1. <u>Core Training Requirements</u></li> <li>2. <u>Service plan/team plan</u></li> <li>3. <u>Argyll &amp; Bute Council Competency Framework</u></li> <li>4. <u>Managers guide to recruitment</u></li> <li>5. <u>Job Evaluation process</u></li> </ol>		
<b>Job Summary:</b>			
<p>In collaboration with the Departmental Management Team, other Head of Education postholder, and other colleagues and stakeholders, to develop and lead the delivery and provision of efficient, effective and professional Education services to the Council and its communities that reflects the vision, values and strategic objectives of the Council.</p>			
<b>Scope / Dimensions:</b>			
<b>Role/Remit of Head of Education, Learning and Teaching:</b>			
<ul style="list-style-type: none"> <li>• Curriculum 2-18</li> <li>• Performance and Improvement</li> <li>• Leadership</li> <li>• Gaelic Education</li> </ul>			
<b>Line management / staffing responsibility</b> for the Education Service Learning and Teaching Team.			
<b>Area Responsibility:</b> Line management responsibility for two geographic areas covering clusters in the Helensburgh and the Oban, Lorn and Isles (OLI) area.			
<b>Budgetary responsibility:</b> All budgets relating to Education within the remit for the Head of Education, Learning and Teaching.			
<b>Job Description:</b>			
<b>1.</b>	<b>Strategic Planning:</b>  <p>The Head of Education, Learning and Teaching will jointly develop the Education Service's vision, values and strategic objectives by working in partnership with elected Members, customers and colleagues (internal and external where appropriate) to develop services that place customer needs at the centre of all decision making.</p> <p>In particular:</p>		

	<p>a) Provide effective management and team leadership in developing and planning the delivery of the services provided by the Education Service, taking the initiative and accepting responsibility for ensuring that these are designed and delivered to reflect local needs and expectations, that there is a corporate approach to service provision, and that effective outcomes are achieved.</p> <p>Within this Service, the following specific responsibilities are included:</p> <p>b) To co-ordinate all curriculum development, including National Policy guidance and requirements.</p> <p>c) To lead arrangements for developing services for learning and teaching for 2 – 18 year olds to meet statutory education duties.</p> <p>d) Contribute to Regional Improvement planning undertaken in collaboration with partner authorities in the Northern Alliance Regional Improvement Collaboratives.</p> <p>In addition:</p> <p>e) Promote change and innovation in accordance with the Council's vision, direction, core values and corporate goals, leading the development of new ways of working to support continuous improvement.</p> <p>f) Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.</p> <p>g) Develop service plans and continually review performance, striving to improve the quality and efficiency of the service.</p> <p>h) Advising the Strategic Management Team of actions to be taken to take account of any new legislation.</p> <p>i) Operating as a member of the departmental management team and lead in appropriate team meetings making a positive contribution to the department's leadership and progress in communicating and achieving corporate objectives.</p> <p>j) As a lead Education Officer for the Council, implement legislative duties as prescribed in the associated Acts.</p> <p>k) Liaise with other departments/services of the Council regarding the development of service provision and modifications to service level agreements.</p>
<p><b>2.</b></p>	<p><b>Service delivery:</b></p> <p>The Head of Education, Learning and Teaching will actively support and implement corporate objectives and be accountable for their delivery in accordance with Best Value. Take responsibility for the overall management of the service, ensuring that appropriate mechanisms are in place to deliver high quality services to service users.</p> <p>In addition, introduce continuous improvement in the performance of the service, responding positively to statutory, and other external and internal requirements.</p> <p>In particular:</p> <p>a) To advise on policies, programmes and projects for the rural, remote and island communities of the Council to ensure an integrated approach to the delivery of council services.</p> <p>b) To ensure effective liaison with all head teachers in the local implementation and review of national priorities for education, Standards in Scotland's Schools etc Act 2000.</p> <p>c) To jointly manage the Education central service.</p> <p>d) To co-ordinate the management of a consistent and value for money musical instrument instruction service across all schools.</p> <p>e) To manage effective parent council support services.</p> <p>In addition, represent the Authority on relevant external bodies/committees; deputise for colleagues on the Strategic Management Team when appropriate; chair / attend Committees as required; and ensure that all</p>

	regulations and procedures (including the Council's Standing Orders and Financial Regulations) are adhered to.
<b>3.</b>	<p><b>Budget management:</b></p> <p>Have overall responsibility to the Executive Director for the budgets within the remit of this post, taking account as appropriate of the Council's scheme of decentralisation.</p> <p>Act as budget holder, responsible for forecasting, preparing, monitoring and controlling assigned budget, reviewing actual expenditure against budget, taking corrective action where appropriate, and reporting as required.</p>
<b>4.</b>	<p><b>Staff Management:</b></p> <p>Undertake duties in relation to all staffing matters in accordance with Council policy and procedures, ensuring that employees are kept well informed about core values, corporate objectives and priorities and matters that impact on their employment and the service they provide.</p> <p>Actively contribute to a flexible, agile and learning organisation, taking responsibility for ensuring compliance with all HR policies and procedures, and that performance development is understood and practised effectively through the Council's PRD framework. Act as line manager for any direct reports within the service as defined in the role remits.</p> <p>Ensure resourcing levels are appropriate at all times, within budget constraints, and that capability / skills levels are maintained and developed as appropriate to meet workforce and succession planning requirements, participating in recruitment programmes when required to ensure competent employees are recruited.</p> <p>Lead the development, implementation, monitoring and review of an agreed programme of work and team plan and deliver on agreed performance measures for the team.</p>
<b>5.</b>	<p><b>Performance Management:</b></p> <p>The Head of Education, Learning and Teaching postholders will develop, implement and maintain appropriate performance management reporting systems as a means of managing and monitoring performance across the Service, to ensure standards are maintained, improvements developed and issues addressed in a timely manner, and in particular:</p> <ol style="list-style-type: none"> <li>a) Ensure all sections / teams within the Service comply with appropriate performance standards and performance management / reporting requirements, and that a consistent approach is demonstrated across all teams / offices.</li> <li>b) Ensure that appropriate quality, performance and bench marking criteria are utilised or developed, and applied, in respect to Best Value and Continuous Improvement.</li> <li>c) Publish, monitor and set plans to achieve key performance targets.</li> </ol>
<b>6.</b>	<p><b>Health &amp; Safety:</b></p> <p>All employees must follow the Council's health and safety policies, standards, systems and procedures and must follow any additional health and safety instructions required by their line management. Employees who manage staff (and/or control workers from outside bodies) must ensure that they comply with the Council's health and safety at work procedures and ensure that all workplace risks are assessed, suitable control measures are put in place and that these are communicated to the workforce in a way they understand.</p>
<b>7.</b>	<p><b>Other duties &amp; responsibilities:</b></p> <p>This job description is not exhaustive, but indicates the general scope and nature of the jobholder's duties. In addition, he / she may be required to undertake such other duties as may be reasonably allocated by the Strategic Management Team and deputise for/act on behalf of the colleagues when required.</p>
<b>8.</b>	<p><b>Working with external partners to deliver key services jointly:</b></p>

The Head of Education, Learning and Teaching will develop strong, positive working relationships with external partners and our communities to facilitate achievement of the Education team's goals in particular take responsibility for:-

- Developing effective links with business and industry throughout the education sector in Argyll and Bute.
- Undertake collaborative improvement activity with colleagues in the Northern Alliance Regional Improvement Collaborative.
- Ensuring effective liaison with Education Scotland and its partners for all schools.
- Ensuring effective arrangements for partnerships with parents are in place across Argyll and Bute.
- Developing and maintaining effective links with appropriate/relevant Scottish Government departments, Ministers and civil servants.
- Developing and maintaining effective links with the GTCS.
- Fostering effective and productive working partnerships across other local authorities to support the delivery of Education of the highest quality for all learners.
- To work in partnership with Live Argyll, who are the delivery partner for Community Learning and Development in Argyll and Bute, to provide high quality learning and personal development opportunities for young people and adults.

<b>Person Specification:</b>	
<b>CRITERIA:</b> E = Essential D = Desirable	
<b>Education and / or professional qualifications</b>	
E.1	Degree or equivalent, in a related subject.
E.2	Membership of a relevant professional body.
D.1	Evidence of Continuous Professional Development
<b>Experience</b>	
E.1	Proven record of achievement in a multi-functional organisation.
E.2	Commissioning and tendering large projects and services.
E.3	Experience in interpreting and managing complex financial and budgetary information.
E.4	Experience of formulating policy on complex issues.
E.5	Comprehensive experience of managing at a senior level.
E.6	Excellent presentation and communication skills
E.7	Experience of working in a political environment with elected members
D.1	Thorough understanding of the workings of Local Government.
D.2	Success in more than one service area.
D.3	Proven track record of leading change management.
<b>Specific job-related knowledge</b>	
E.1	Specific knowledge of Education and Children's Services legislation, policy and practice
D.1	Specific knowledge of legislation affecting Local Government.
<b>Any additional job-related requirements</b>	
E.1	The jobholder will be expected to travel efficiently and effectively between various work locations within Argyll and Bute and beyond to meet the operational requirements of the Service.
E.2	The jobholder may be required to work outside normal working hours.
E.3	The post is defined as "politically restricted" and is therefore restricted in terms of the Local Government and Housing Act 1989 as amended, and by the Local Government Officers (Political Restrictions) Regulations 1990 and 1998

Competencies	
E.1	<p>Level 4</p> <p><b><i>Personal Qualities (Competencies) that are essential at recruitment stage:</i></b></p> <p>Demonstrate resilience and integrity and lead through challenging circumstances            Actively promote and deliver equality of opportunity to employees and service users.            Foster good and effective partnership arrangements with a range of partners.            Value others by delegating responsibility and demonstrating trust within agreed boundaries.            Create a culture where innovation and managed risk taking are encouraged.            Highly developed negotiating skills over a wide range of issues.            Highly developed conflict management skills.            Articulate and perceptive.            Acts with calmness and resilience under pressure and responds positively to challenge.            Self-disciplined and able to work to strict deadline.            Being Accountable.            Achieving Results.</p>



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