

## Strategy Manager (Tier 4A)

<b>Directorate/Group:</b>	<b>C&amp;YP: Education Services</b>
<b>Accountable to:</b>	<b>Strategy Manager for School Effectiveness/Early Years</b>
<b>Accountable for:</b>	<b>School Improvement budget in conjunction with Lead Commissioner colleagues</b>
<b>Politically restricted post</b>	<b>Yes</b>
<b>Commissioning teams:</b>	<b>Education</b>
<b>Job Title:</b>	<b>Strategy Manager for School Effectiveness/Early Years</b>
<b>Grade:</b>	<b>Soulbury scale 23 - 26 + 3 SPA</b>

### Context

You will play an active part in the Education Services Extended Leadership Team. This includes working closely with the other Strategy Managers and Team Leaders to effectively manage resources to deliver outcomes for school improvement, agreed priorities, performance measures and organisational outcomes, as part of each annual Education Services Business Plan.

You work with the Strategy Manager for School Effectiveness/Early Years in achieving Education Service's vision, key objectives, specified service delivery and outcomes. Holds responsibility in conjunction with colleague School Improvement for the delivery of Warwickshire Education Strategy and within that, the School Effectiveness Strategy, including management of programme funding and projects, working closely with schools and settings, other Council service teams and policies and appropriate external agencies and stakeholders.

Includes the responsibility for developing and maintaining effective working relationships with a range of key stakeholders including other key services, strategies, statutory partners, schools and settings.

### Specific role assignment

There are 3 lead roles in School Effectiveness and Early Years. The following specialist functions will be discharged across the team and therefore successful post holders will be required to have experience to be able to deliver one or more of these responsibilities:

1. Early Years' Provision (ensuring quality and improving standards across private, voluntary and independent settings)
2. Financial sustainability of schools
3. Assessment and moderation

Post holders may be asked to change their focus/areas of responsibility in line with changing demands on the service and based on the skills and experiences within the team.

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<b>Delivery responsibilities: generic</b>	<p>Contribute to the successful delivery of the Warwickshire Education Strategy including responsibility to:</p> <ul style="list-style-type: none"><li>• Support the Warwickshire school-led system for the improvement of performance, standards and quality of learning and outcomes for all schools.</li><li>• Enable the Local Authority to undertake its role in supporting and challenging schools including working with senior leadership teams and school governance, identifying schools requiring Warning Notices in accordance with statutory guidance.</li><li>• Demonstrate current and relevant knowledge of performance, standards, relevant data sets and the quality of provision in early years settings, primary and secondary schools</li><li>• Contribute to an annual school performance risk assessment in relation to all Warwickshire Schools which considers leadership and management, attainment, progress and wider achievement of all groups of pupils</li><li>• Contribute to wider LA strategy and workstreams to close the gap for children vulnerable to poor outcomes</li><li>• Provide timely and accurate reports, briefings and information on behalf of the LA to feed into WCC monitoring and governance arrangements.</li><li>• Represent the LA at meetings with staff and parents where a maintained school is judged inadequate by Ofsted</li><li>• Maintain close working relationships with Teaching Schools to build capacity for school- led school improvement and development of System Leaders</li><li>• Monitor and maintain an overview of the impact of the work of System Leaders supporting school improvement in Warwickshire</li><li>• Develop and maintain effective relationships with schools, colleges and settings in order to identify and disseminate good practice.</li><li>• Contribute as an effective and collaborative member to the school improvement team to promote and secure service development</li><li>• Research and identify supportive practice to help strengthen the work of the School Improvement Team</li><li>• Engage with and maintain effective communications with national and regional statutory bodies (OFSTED, DfE, RSC, STA)</li><li>• Ensure the Strategy Manager for the Education and Early Years Service is appraised of risks and issues regarding the education provision within mainstream schools</li><li>• Provide monitoring and reporting of progress for all areas of responsibility to Education Services Senior Leadership and other partners and stakeholders as appropriate</li><li>• Demonstrate responsibility to be conversant and compliant with statutory responsibilities and related policy for schools,</li></ul>
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<p><b>Delivery responsibilities: specific to (1) Early Years Provision</b></p>	<p>including key areas such as legislation, safeguarding, equality and diversity.</p> <ul style="list-style-type: none"> <li>• Work collaboratively with the Early Years Lead: Entitlement, Sufficiency and Business in the delivery of Warwickshire LA Early Years sufficiency, funding and business processes specifically: 2, 3 and 4-year old funded places and the development of suitable and sufficient Early Years provision including, identification of nursery expansion projects</li> <li>• Using a sound knowledge of statutory safeguarding requirements, and the necessary sensitivity and communication skills to work within schools and the Early Years sector, contributing to safeguarding investigation work as required</li> <li>• Lead Early Years statutory safeguarding support, advice and monitoring functions, ensuring close links with the LADO, Warwickshire Safeguarding Board, The Safe Education Partnership, Warwickshire Children and Families Front Door and Early Help.</li> <li>• Ensure via monitoring systems that all maintained schools and Early Years providers are compliant with statutory regulations pertaining to the EYFS.</li> <li>• Lead development of effective multi-agency working in particular the SEND and Inclusion birth to 5 service and Alternative Provision.</li> <li>• Liaise with the Early Years Entitlement, Sufficiency and Business Lead Commissioner with regard to the 'Provider Causing Concern' process</li> <li>• Effective management of the Early Years Standards, Safeguarding and Quality Team, including ensuring safeguarding supervision supports employee Wellbeing.</li> <li>• Hold accountability for the use of funding allocated to specific Early Years workstreams</li> </ul>
<p><b>Delivery responsibilities: specific to (2) Financial sustainability of schools</b></p>	<ul style="list-style-type: none"> <li>• Contribute to the Council's/Education Service's Strategic Sustainability meetings relating to schools in financial difficulty</li> <li>• Chair Education Service's Deficit Recovery Group meetings for maintained schools in financial difficulty</li> <li>• Influence, monitor and challenge Warwickshire schools to secure financially sustainable, high-quality provision and effective resources planning</li> <li>• Liaise effectively with WCC officers within Schools Finance and HR to ensure that appropriate support is provided for maintained schools in financial difficulty</li> <li>• Provide support for the consideration of structural solutions and related actions and processes as appropriate</li> <li>• Provide challenge to school leaders relating to performance, finance, resource management and including specific support for schools in exceptional circumstances</li> </ul>

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<p><b>Delivery responsibilities: Specific to (3)</b> Assessment and moderation</p>	<ul style="list-style-type: none"> <li>• To ensure that all statutory duties and requirements are fulfilled and that the LA's moderation processes are correctly administered.</li> <li>• To ensure all schools and settings are appropriately moderated and that the LA is compliant with STA and DFE requirements.</li> <li>• To provide an annual report for Senior Leadership on the moderation process.</li> <li>• To ensure that schools and settings receive appropriate advice and support for assessment and moderation.</li> <li>• To take a role in analysing and interpreting performance data for schools and settings.</li> <li>• Be fully aware of the legislative and Government guidance pertaining to assessment and moderation.</li> <li>• Be able to advise school and setting leadership teams and their Governing Bodies on matters relating to assessment and moderation.</li> <li>• To commission additional capacity for the assessment team, to oversee Standard Assessment Tests and moderation across Early Years and the Primary Phase.</li> <li>• To oversee the admin support team for assessment, moderation and ECT's</li> <li>• To provide appropriate advice and support to schools where they have chosen the LA as an appropriate body.</li> <li>• To ensure that ECT's are appropriately assessed and recorded.</li> <li>• To commission advice and support to schools and settings where an ECT is at risk of not achieving QTS</li> </ul>
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<p><b>Key business measures</b></p>	<p>WCC Education Services Key Business Measures and Indicators ages 0 - 16</p>
<p><b>Statutory responsibilities</b></p>	<p>WCC has an overarching statutory responsibility for the provision of education which underpins the council's obligations to the Warwickshire family of schools. It is a duty to:</p> <ul style="list-style-type: none"> <li>○ promote high standards</li> <li>○ ensure fair access to opportunity for education and training</li> <li>○ promote the fulfilment of learning potential.</li> </ul> <p>The above duties apply to the provision of education to all children who are resident in Warwickshire in all types of schools.</p> <p>Statutory duties as laid out in <a href="#">Schools Causing Concern Guidance Update Sept 22 (publishing.service.gov.uk)</a> Relevant statutory duties pertaining to the Early Years Foundation Stage</p> <p>Requirement for sound knowledge of statutory safeguarding requirements within schools and early years settings.</p>

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<b>Specific experience</b>	<ul style="list-style-type: none"> <li>• <b>Successful school/Early Years Headship/Senior Leadership experience for at least 5 years, demonstrating highly effective school/setting improvement</b></li> <li>• Substantial experience in managing relationships with school and early years networks</li> </ul>
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Knowledge of relevant legislation and policy related to schools and settings</li> <li>• Sound knowledge of statutory safeguarding requirements</li> <li>• Knowledge of the Ofsted inspection process</li> </ul>
<b>Skills and Abilities</b>	<ul style="list-style-type: none"> <li>• The ability to interpret complex data and communicate this to others and into a comprehensive report format</li> <li>• The ability to develop and maintain effective working relationships with elected members and a range of internal and external partners and stakeholders</li> <li>• The ability to maintain oversight and monitoring of programmes and projects delivered by partners to successful outcomes</li> <li>• Excellent communication, personal skills and credibility to undertake, where necessary, challenging conversations with Headteachers, Trust boards and committees in relation to leadership and performance issues.</li> <li>• An ability to travel effectively, if required, on a regular basis, across the whole county in line with service policy and practice</li> </ul>
<b>Specific qualifications/and registration</b>	<p>Qualified Teacher Status is desirable but consideration will be given to candidates with strong alternative skills and experience</p>
<b>Budget responsibility</b>	<p>External and internal budgets as specified by Commissioning and Strategy Manager.</p>
<b>FTE responsibility (line management)</b>	<p>Line Management of Tier 5 posts within the team – specific posts to be specified on appointment</p>
<b>Key stakeholder relationships</b>	<ul style="list-style-type: none"> <li>• Key partner relationship management with schools, settings and colleges</li> <li>• Professional relationship management with senior commissioning colleagues and other internal stakeholders as required, including political post holders.</li> <li>• Professional relationship management with Ofsted, Regional Schools Commissioner, Standards and testing Agency.</li> </ul>

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### Generic capabilities of the role

Generic Capability	Descriptor
Strategic thinking & planning	<ul style="list-style-type: none"> <li>• Identification of business requirements against demand for the service(s)</li> <li>• Formulating short term (1 year) strategies and plans to meet demand for the service(s)</li> <li>• Use of insight, best practice and research to inform commissioning intentions and key business measures</li> </ul>

- Contribute to the commissioning intentions, key business managers and plans based on demand for the short term (1 year)
- Develop the 1 year delivery plan in conjunction with the delivery teams
- Contribute to the development of policies
- Ensure that insight, best practices, market research and trends are considered in the commissioning intentions.

Generic Capability	Descriptor
Innovation & change	<ul style="list-style-type: none"> <li>• Focus on new ideas, improvement and innovation</li> <li>• Problem solver</li> </ul>

- Undertake periodic review(s) of commissioning intentions, outcomes and key business measures to identify areas of improvement
- Support the development of options appraisals to assess the most suitable means of delivering the commissioning intentions
- Ensure the right provider is commissioned to achieve our objectives through a mixed economy of internal and external suppliers.
- Work in collaboration with the Operational Managers and Commissioning Support Unit, to put in place frameworks to monitor and manage quality performance of commissioned services.

Generic Capability	Descriptor
Finance & commercial	<ul style="list-style-type: none"> <li>• Effective budget setting and monitoring</li> <li>• Contract negotiation and commercial partnership management</li> <li>• Quality monitoring and measurement</li> <li>• Oversight of contract set up, establishment and ongoing monitoring</li> </ul>

- Manage budgets in line with commissioning outcomes, including commercial and trading targets
- Take action where the performance of providers is unsatisfactory
- Ensure compliance to the specific statutory, compliance, contract, practice and performance frameworks
- Support the Delivery Manager in contract set up, establishment and management

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- Manage the decommissioning of contracts where applicable

Generic Capability	Descriptor
Influence & relationship management	<ul style="list-style-type: none"> <li>• Relationship development and management</li> <li>• Influence and shapes the market</li> <li>• Collaborative working</li> </ul>

- Support the development of key partnerships
- Support the shaping and influencing the market
- Support the co-production of commissioning strategies and intentions with key stakeholder groups
- Support any required consultation activities

## Generic leadership competencies

Capability	Descriptor
People Management	<ul style="list-style-type: none"> <li>• Workforce development</li> <li>• Workforce planning</li> </ul>

- Recruit and ensure effective on-boarding of team members
- Retain and attract the required capabilities of the team through effective talent management
- Set and deliver stretching performance objectives
- Undertake annual appraisals with the team
- Undertake regular 1:1 sessions throughout the year to review performance against objectives
- Manage and support teams through organisational change

Capability	Descriptor
Management of resources & planning	<ul style="list-style-type: none"> <li>• Monitors the service performance framework</li> <li>• Ensure best use of resources</li> <li>• Ensure effective service design</li> <li>• Oversight of budget</li> </ul>

- Plan, task, deploy and co-ordinate resources to meet changing commissioning needs as required
- Monitor, plan and review team outcomes ensuring delivery of personal and team objectives Hold regular meetings to inform teams of plans, priorities, budgets and expected outcomes
- Identify the capacity of the delivery team through effective workforce planning.
- Develop and implement integrated working across teams

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Organisational leadership & resilience	<ul style="list-style-type: none"> <li>Deals with performance issues</li> <li>Maintains business continuity</li> <li>Role model of how we work principles</li> </ul>

- Maintain business continuity in the event of service disruption
- Effectively addresses performance issues within the team
- Enable the team to work in a high performance culture
- Act and operate corporately across WCC adopting the one council approach
- Act as a positive role model for WCC's values and behaviours at all times
- Represent the interests of the Council on external bodies and networks

### WCC values and behaviours

The post holder must be able to demonstrate that they role model the WCC values and behaviours.

#### Our Values – The Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy

#### Our Behaviours



do what we say



move with purpose and energy



focus on solutions



help people and communities to find their own solutions



build strong working relationships



be the best we can be

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