



Education

# Appointment brief

Appointment of Director of Education Services

February 2023

Reference: FBHFD

# An introduction

HFL Education (formerly Herts for Learning) is a leading national provider of school improvement and business support services, training, and resources, which enable schools, educational settings and multi-academy trusts to deliver a great education. We support those we work with to achieve successful long-term outcomes for their children. We believe that every young person, through access to a great education, should be able to realise their potential, regardless of where they live, their background or circumstances. HFL Education is majority owned by Hertfordshire schools and operates with a not-for-profit ethos.

We provide high quality school improvement, leadership and business support to over 500 schools and education settings in Hertfordshire and beyond, generating an annual income in excess of £23m and employing more than 400 staff. HFL Education has had great success since its creation in 2013, with almost 92% of Hertfordshire schools now Ofsted rated as good or outstanding, well above the national average.

The Director of Education Services heads a diverse function of education services teams, of around 90 advisers, and additional consultants, and is responsible for ensuring that we continue to deliver outstanding services to a broad base of client schools whilst pursuing new and exciting opportunities for growth, locally and nationally. The Director is a key member of the Executive team and line manages, develops and coaches the Education services leaders responsible for early years, primary, secondary, special and disadvantaged and vulnerable pupils.

We are looking for an exceptional educationalist with successful experience of headship and oversight of effective school improvement, and who will ideally have exposure across the full range of school types and phases. The post holder will understand the changing national education landscape and bring a blend of strategic and commercial skills, with their leadership experience, to lead our teams to develop and deliver our strategic priorities - which include continuing to develop our services and offer in Hertfordshire (Thrive Local), whilst developing products and services we can deliver digitally on a wider basis (Grow National).

This is a critical role that provides an exciting opportunity to join a thriving and successful company that genuinely puts its moral purpose at the heart of everything it does.

If this opportunity appeals to you, we will be delighted to hear from you.

# Our Strategic Objectives

## WE HAVE FOUR CLEAR STRATEGIC OBJECTIVES



### Thrive Local

Be the company of choice for services, resources and products, helping all educational settings in Hertfordshire to deliver a great education



### Grow National

Develop and deliver selected services digitally on a national basis £2 million additional revenue outside of Hertfordshire by 2025



### Organisation Effectiveness

Optimally organised and has the capacity and capabilities to deliver, with efficient and effective processes supported by fit for purpose systems



### CSR

Committed social responsibility through reducing our carbon footprint, and striving for equality, diversity and inclusivity throughout our work

## WE HAVE CLEAR TARGETS TO DELIVER FOR EACH STRATEGIC OBJECTIVE



### Thrive Local

- Secure de-delegation
- Develop services targeted at the MAT market
- Deliver win-back growth in key contract business units



### Grow National

- Define our offer and targets
- Establish an infrastructure to enable delivery of traded offer
- Develop priority offers in Education and Business Services



### Organisation Effectiveness

- Realign our People Strategy with the transformation foci
- Align our Digital Strategy
- Deliver the next stages of NetSuite and iTrent implementations

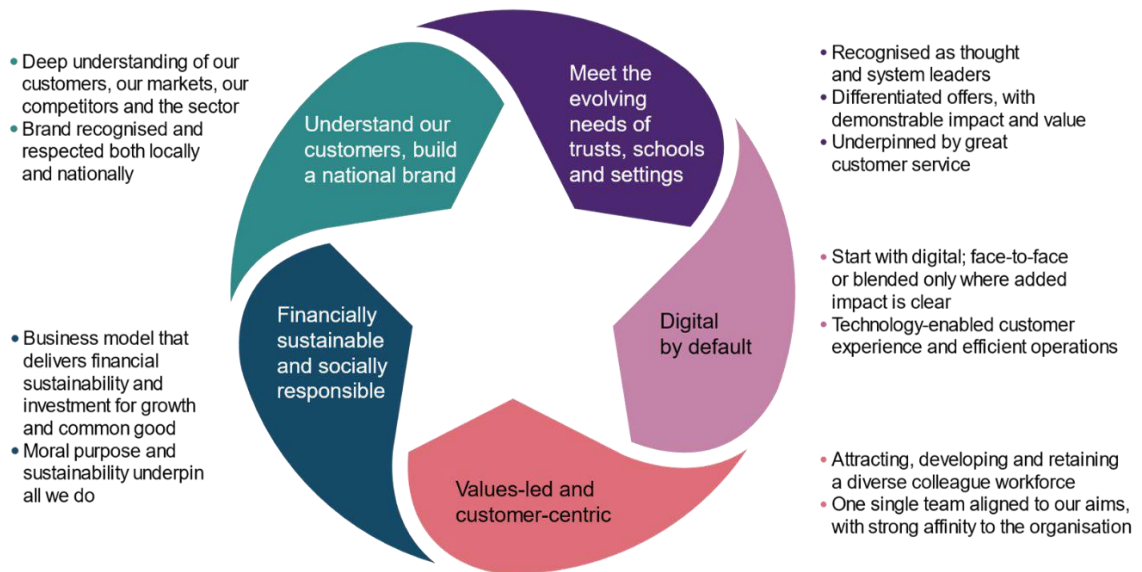


### CSR

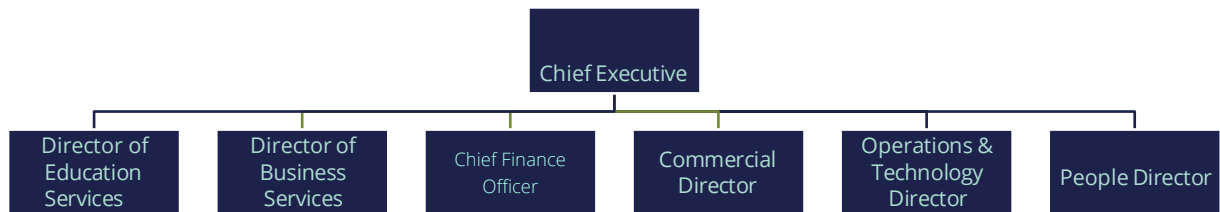
- Develop into an anti-racist organisation
- Reduce our carbon footprint
- Support schools and settings to do the same



## OUR UPDATED FIVE-POINT STRATEGY



# Our Governance



Following a Board-led review over 2020/1, our revised operating model for the HFL Executive Team has been implemented, with a mix of internal and external appointments.

The focus of the Executive Team is on implementation of the strategy, recognising the challenges that the current economic environment is putting on all education settings, and the stated future desire of the government for all schools to have plans in place to be part of strong Multi Academy Trusts.

After six successful years in post as Chief Executive, Andrew de Csilléry has decided now is the right time for him to move on, at the conclusion of this financial year, at the end of March 2023.

The HFL Education Board has recruited an exceptional new Chief Executive Officer in Carole Bennett to succeed Andrew, and to lead the organisation through its next stage of growth based on the new strategy. Carole joins the organisation in May 2023.



# The role

## THE CONTEXT

Education Services are at the heart of HFL's offer. Their quality and relevance underpin our legitimacy and market position. The Director of Education Services ensures that the offer of digital and face to face training, events, consultancy and products meets the needs and demands of schools, trusts and settings and has demonstrable impact on the quality of education provided.

This post holder plays a key role contributing to the overall leadership, growth and wider success of the HFL Education. They will assume oversight and responsibility for all traded and contract work relating to Education Services in schools, academy trusts (MATS) and early years registered settings. This requires strategic deployment of advisers and Hertfordshire Improvement Partners (HIPs) to support head teachers, setting and curriculum leaders and governors/ trustees to improve outcomes for all children.

The Director will be responsible for managing the resources to deliver Local Authority (Hertfordshire County Council, HCC) contracted duties and commissions, as well as direct traded income from schools, trusts and settings.

## PURPOSE OF THE ROLE

The Director of Education Services is the HFL Executive member responsible for overall strategy for Education Services, ensuring it is informed by, aligns with, and supports the delivery of the overall Company strategy.

Their role entails:

### Strategic/leadership

- Contributes to the overall development, growth and shape of the company, working closely with other leaders on the Executive team to deliver HFL's vision and business objectives, to lead change and to role model its values of trust, inspiration and collaboration;
- Provides visible senior leadership for teams across our Education Services directorate, role-modelling in line with our culture and values;
- Provides strategic leadership for Education Services in HFL, ensuring a coherent strategy across all phases to meet the existing and emerging needs of current and new customers;
- Line manages and coordinates departmental heads of the various Education Services teams (comprised of Early Years, Primary Leadership, Primary Curriculum and Assessment, Teaching and Learning, Special, Secondary Curriculum, SEND and Wellbeing); to ensure a coherent and consistent approach to an outstanding product portfolio and school improvement consultancy across all HFL Education Services;
- Works closely with HFL teams and colleagues to ensure effective processes to communicate and promote products and services, and that resources are aligned behind the areas of greatest need, impact and value;
- At present, additionally provide leadership of the secondary education services team,
- Ensures that the Company is recruiting, developing and retaining the best talent possible to develop and deliver the services that meet the needs of its customers across all education services teams;
- Promotes equal opportunities in both the way in which all services are delivered and in sound employment practices.



### Commercial

- Keeps abreast of opportunities to bid for new work and to play a leading part in any submissions for new contracts or grant funding;
- Ensures regular reporting as required on the work of the Education Services teams, and their impact on outcomes for children as part of reviewing impact and value for money;
- Deploys resources effectively, brokering the most appropriate expertise from internal teams or external partners; ensuring a high quality assurance of the work being delivered and in particular to oversee robust processes to protect the reputation of the company when using third party suppliers;
- Identifies opportunities for new products and services that are commercially viable, including the growth of an online national presence and development of digital training suitable for the national market.

### School Improvement

- Ensuring that all aspects of the LA core contract in Hertfordshire are delivered, including ensuring there are effective processes in place to develop and maintain appropriate monitoring, challenge, support and intervention strategies;
- Ensures high quality early intervention in those schools designated as causing concern; coordinating interventions and reporting on systems and strategies for supporting weaker schools;
- Monitors educational outcomes for children at all key stages, keeping the HFL Executive, HCC colleagues, DfE and Ofsted up to date with challenges, and causes for celebration and concern.

### Ambassadorial/Stakeholder Management

- Raises the profile locally and nationally, of HFL Education and our teams to support and advance our brand recognition as a thought-leader in the sector;
- Works closely with Local Authorities, in particular Hertfordshire County Council, national regulatory bodies and other key stakeholders to oversee the quality of delivery of, and assure the impact of, contracted school improvement services;
- Chairs the 'Keys to Success' meetings which support vulnerable schools.

# Person specification

We anticipate that successful candidates will bring the following attributes:

## EXPERIENCE:

- Track record of outstanding leadership in schools/trusts, with QTS and experience at a senior leadership and/or CEO level, with demonstrable success in leading school improvement;
- Deep understanding of the school landscape and of national policy, preferably with prior working or oversight across all phases, school types and settings, including best practice in school improvement, issues facing school leaders and strategies for improvement;
- Up to date knowledge, experience and understanding of the Ofsted framework;
- Significant experience of managing a broad range of education support services;
- Ideally, leadership experience gained within a variety of different school structures – e.g. maintained schools, single academy and multi-academy trusts;
- Significant experience of holding financial and people-management responsibilities, preferably across multiple sub-teams;
- Experience of developing and enhancing services and delivery approaches to meet the evolving needs of clients/service-users;
- Experience of managing significant change programmes designed to deliver the required outcomes within the required timescale and budget;
- Ideally, demonstrable success in delivering income growth, including through the innovation of existing services and incubation of new service areas.

## SKILLS AND ABILITIES:

- Excellent people leadership skills, in particular demonstrating an affinity with the HFL values of trust, inspiration and collaboration and a supportive and collegiate leadership style;
- Strong commercial acumen, demonstrating an ability to recognise relevant business and market opportunities in an entrepreneurial way; identifying client needs and galvanising teams to move swiftly to curate/create products and services;
- Ability to develop and sustain excellent client relationships, through an ability to listen to, diagnose and respond to needs, demonstrating a genuinely customer-centric approach;
- Sensitivity and ability to forge strong working relationships with a range of stakeholders based on mutual benefit;
- Ability to drive innovation in the delivery of services to improve standards and cost effectiveness;
- Excellent IT, oral and written communication skills, including a track record of working with large audiences and challenging stakeholders;
- Ability to work effectively under pressure;
- Commitment to equal opportunities and anti-discriminatory practice;
- Honesty, openness, empathy, integrity and humility, with a sense of humour and desire for fun.



# Terms of appointment

## EQUAL OPPORTUNITIES

HFL Education is committed to being an equal opportunities employer. We insist on the equal treatment of all current and prospective colleagues and will never condone discrimination on the basis of age, disability, sex, sexual orientation, pregnancy and maternity, race or ethnicity, religion or belief, gender identity, or marriage and civil partnerships.

HFL Education is also equally committed to becoming an anti-racist organisation and we encourage you to view our anti-racist position statement which gives clarity on our anti-racist stance. In our relentless efforts to be an anti-racist organisation, we recognise the negative impacts of under representation and lack of diversity in our organisation, our education system and in all aspects of our society. Therefore, for recruitment into any post where we have 2 or more candidates of equal merit, candidates with protected characteristics will be given advantage over candidates without such characteristics.

This is sometimes referred to as a 'tie-breaker' and is referred to as 'positive action' in the Equality Act 2010.

To help us meet our high standards and aspirations of a fully diverse and inclusive workplace, we strongly encourage suitably qualified applicants from all backgrounds to apply and to join us.

Please note that if you are invited to interview, we will expect you to be prepared to discuss unconscious bias with us; we find these conversations more than any others give us all a good idea of what working together will be like.

## DISCLOSURE AND BARRING SERVICE

This post may be subject to full pre-employment checks and is exempt from the Rehabilitation of Offenders Act 1974. Please note that additional information referring to the Disclosure and Barring Service is in the guidance notes to the application form. If you are invited to an interview, you will receive more information.

## HEALTH AND SAFETY

It will be the duty of every employee while at work to take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions at work.

## INTELLECTUAL PROPERTY RIGHTS

It is a contractual requirement of all employees of HFL Education to protect the intellectual, property rights of the company and to adhere to our company policy with regard to IP.

## REMUNERATION

Salary: will reflect the seniority of the role and will depend on skills and experience. Personal performance bonus based on the attainment of agreed annual objectives.

Holiday entitlement: 28 days per annum rising to 31 following 5 years' service plus bank holidays or the equivalent paid for Term Time employees.

Probationary period: six months.

Pension: the post holder will be automatically enrolled into the qualifying works pension scheme with 10% company contribution. Should the successful candidate be close to, or over the, lifetime allowance we can provide an alternative approach by agreement.

## KEY DATES

First stage selection interviews: W/C 13th March

Stakeholder informal sessions: W/C 20<sup>th</sup> March

Final stage selection interviews: W/C 27<sup>th</sup> March

# How to Apply

Saxton Bampfylde Ltd is acting as an employment agency adviser to HFL Education on this appointment. Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **FBHFD**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Friday 24<sup>th</sup> February 2023**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

## GDPR PERSONAL DATA NOTICE

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



Saxton Bampfylde

**LONDON**

9 Savoy Street  
London WC2E 7EG

**EDINBURGH**

46 Melville Street  
Edinburgh EH3 7HF

**saxbam.com**

Partners in **Panorama** - Search around the world  
[panoramasearch.com](http://panoramasearch.com)