

## Partnership and Commissioning

Heads of Service are responsible for the year-on-year delivery of outcomes through partnership and co-operative arrangements including commissions.

## Generic Responsibilities

- Responsible for leading the development of specific commissioning/partnership strategies, acting as a policy lead for a specific service area and collaborating with a range of stakeholders to ensure that service developments are delivered within the agreed corporate policy framework.
  - Provide guidance and direction to partners by managing and evaluating service level contracts and partnering arrangements to ensure resident outcomes are achieved.
  - Maintain a broad network of local stakeholders to ensure that service developments are delivered in line with current and future needs of local residents.
  - Scan the external operating environment to anticipate and analyse all issues relevant to the service area, developing and agreeing medium term plans for provider implementation to ensure that current and future local needs are met.
  - Manage strategic partnerships with a range of external stakeholders in order to ensure that organisation continues to harness local opportunities to commission public services of the highest quality within the region.
  - Provide guidance and direction to partners, acting as a policy lead for a specific service area and managing and evaluating service level contracts and partnering arrangements to ensure high quality customer outcomes are consistently achieved.
- Establish and lead clear operational commissioning strategies in relation to specific policy areas, based on the agreed corporate strategy.
  - Lead the development of specific commissioning strategies for a specific service area based on the agreed overarching corporate strategy to ensure the ongoing provision of appropriate, high quality services that fully meet the needs of local residents.
  - Set and maintain the operational direction for the service area based on the organisation's operating arrangements, giving tactical advice to service providers to ensure the effective management of commissioned contracts so that the highest possible levels of service quality are upheld.
  - Allocate resources appropriately to support and ensure the delivery of specific objectives and intended outcomes and demonstrate value for money.
  - Motivate, manage and develop staff to support a culture of high quality performance and continuous improvement to achieve excellent outcomes that meet the needs of citizens within a fixed level of resources. Resolve performance issues in order to support a culture of performance and productivity.
  - Be involved in collaboration across the Council as well as the public sector and wider city region to design and deliver solutions that are focussed on delivering a system-wide impact for residents.

## Responsibilities as a Member of the Senior Management Team

- Accountable within a matrix management arrangement for the achievement of commissioned outcomes in line with agreed strategic plans.
- Accountable within a matrix management arrangement for the quality of service(s) consistent with the framework set by Service Directors, Strategic Directors and the Chief Executive.
- Responsible for highlighting opportunities to enhance service delivery and integration alongside significant risks to the achievement of outcomes.
- Responsible for regular reporting of performance against outcomes and quality standards.
- Responsible for embedding a performance culture within services which reports on the basis of agreed evidence and policy.
- Responsible for the delivery of commissioned outcomes utilising professional and specialist expertise of others across the organisation and partners.
- Accountable to a named Service Director for performance appraisal and career development.
- Supports Service Directors to ensure relevant elected members are appropriately briefed and supported on all issues within their remit
- Carry out other duties as specified from time to time.

## Specific Responsibilities as Head of Post-16, Progression and Partnerships

- Lead and develop a strategy for excellence in post-16 learning and training in Kirklees, ensuring through a partnership and relationship model that all Kirklees' young people access broad, rich and deep learning and training pathways in an environment of outstanding achievement and progress.
- Through partnership working, building of relationships, sharing of best practice and engagement with Kirklees Learning Partners, continuously improve post-16 outcomes and regularly report on progress to executive team and cabinet.
- Chair several partnership boards, and groups to develop a truly collaborative environment with multiple stakeholders, such as Kirklees Progression Board.
- Build and develop a world-class Careers Education, Information, Advice and Guidance environment across Kirklees, ensuring all Kirklees' young people benefit from outstanding careers and futures education and experiences.
- Strategically lead contracts and commissioning and assurance of VFM against agreed outcomes with Kirklees LA's TECKAL partner, C&K Careers, with current contract value of over £1.7 million.
- Lead and develop NEET-prevention activity and work with partners at a senior level to move Kirklees towards a NEET-free environment.
- Work with the Head of Education Safeguarding and Inclusion to develop a truly inclusive and aspirational environment for young people with SEND and ensure a broad and deep alternative and non-mainstream education and training environment.
- Manage and lead on service evolution of the Nexus in Schools extended work placement offer and related projects and services designed to ensure inclusive progression.
- Develop and lead a culture of raising and realising aspirations and true inclusivity for young people across Kirklees, through development of cross-service projects such as Project SEARCH and influence across various LA and partnership teams.
- Develop and lead a culture of raising and realising aspirations across the LA, schools, Colleges and partners, especially among under-represented groups, by developing and commissioning aspirations projects and events and by ensuring careers has a central place within curriculum design.
- Take a leading role in the development of LESLT Learning Strategy, School Improvement Strategies, and other service-wide policies and procedures.
- Develop a strategy for and lead Kirklees Learning Partners and external stakeholders to help implement CEIAG, raising and realising aspirations within schools and Colleges.
- Work with the Head of Education Relationships and Business and the Kirklees Business Continuity, IPC and Emergency Planning teams to develop a Covid-19 recovery and reinstatement strategy for LESLT, and take a leading role in Business Continuity and Covid-19 response across all of L&ESLT operations.

## Skills, Knowledge and Experience

- Specialist and Post-16 funding, curriculum and outcomes environments.
- In depth understanding of the strategic arrangements for CEIAG and Employment and Skills development in the LA and WYCA.
- Clear and demonstrable expertise in quality assurance and quality improvement at a senior and strategic level of post-16 learning environments.
- Leadership experience in a Council and/or education setting providing a depth and breadth of knowledge to act with credibility at this level.
- Excellence and demonstrable experience in developing cross-service projects and strategies and of influencing and seeing through corporate policy.
- Personal and professional credibility which gains the confidence of governors, managers, staff, partners and families across the education community.
- Substantial experience in successful commissioning and strategic planning, especially in the areas of CEIAG, NEET prevention and alternative provision.
- Adopts and champions a restorative approach of 'working with' not 'doing to.'
- Ability to lead, manage and develop a team or provide technical leadership through a matrix structure.
- Strong influencing and stakeholder management skills and the ability to build cohesive relationships at a political, senior and management level.
- Excellent people leadership skills and strong sense of doing what's right for residents.
- Understanding of wider issues in local government, partner organisations, public and private sector.
- Demonstrable commitment to performance management and productivity to meet the Council's priorities.
- Able to demonstrate strategic thinking skills across schools and settings.
- Ability to demonstrate strategic capability and capacity.
- Committed to and champions Diversity and Inclusion.
- Committed to and champions Safeguarding.
- Demonstrates a flexible, creative and innovative solutions focused approach
- Strong change management skills.
- Substantial experience that demonstrates financial acumen.
- Ability to challenge appropriately at all levels and in a range of forums.
- Understanding that commercial and entrepreneurial acumen will be increasingly expected and commitment to develop this.

## Behaviours and Expectations

- Is a role model for and champions the Council's [Behaviours and Expectations](#)

## Current Portfolio

Service Director - Learning and Early Support

Jo-Anne Sanders

Post-16, Progression and Partnerships

Strategic lead for CEIAG and NEET prevention contracting with LA TECKAL corporation C&K Careers  
Chair of Kirklees Progression Board  
Strategic Lead on Commissioned Services in CEIAG, AP, NEET-prevention and work placement environments  
Nexus in Schools Work Placement  
Strategic Lead for Post-16 Outcomes  
Strategic Lead for Post-16 education and training pathways and curriculum  
Strategic Lead for Raising and Realising aspirations projects such as Primary Engineer  
Strategic Lead for CEIAG and Raising and Realising aspirations activity with partners such as the CEC, WYCA and LEP  
Strategic and Cross-service Lead on Project SEARCH  
LESLT Business Continuity and Covid-19 recovery Planning (with Head of Education relationships and Business)  
Alternative Provision, SEND Progression and Post-16 Inclusion (with Head of Education Safeguarding and Inclusion)