

Herts for Learning

Non-Executive Director - Job Description and Person Specification

January 2019

Role Outline

The opportunity

Job title:	Non-Executive Director at Herts for Learning Ltd (three posts to be filled)
Revenue	Turnover £22 million per annum
Headcount	300 direct employees and 100 consultants

Introduction to Herts for Learning Ltd

Herts for Learning Ltd (HfL) operates with a not for-profit ethos and is the largest school company in the UK, with 80% ownership from Hertfordshire schools and a minority interest from Hertfordshire County Council (HCC). HfL provides flexible, 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 £22m and employing over 300 staff. We believe that every young person, through access to a great education, should be able to realise their potential, regardless of where they live or their circumstances. We aim to be the company of choice for services, resources and products helping those we work with to deliver a great education.

HfL has had great success since its creation in 2013 with almost 90% of Hertfordshire schools now Ofsted rated as good or outstanding, well above the national average. However, we operate in a sector that is changing rapidly and one in which changes in government policy can radically impact the work we do. Our customers are under increasing funding constraints and their needs are shifting as many of them move away from local authority control. Changes to the way money is allocated in the sector mean that HCC can no longer directly fund school improvement services. These changes create both significant opportunities and challenges for HfL.

Our strategic plan addresses these challenges through the evolution of our education and business services offer, with digital playing a much greater role, a shift to a rigorous and structured approach to product development and marketing, a cultural change leading to a customer-centric organisation that lives its values of trust, inspiration and collaboration, and a financial model that delivers stability whilst maintaining a surplus that is invested to the benefit of all our stakeholders.

Herts for Learning Ltd Services

HfL trades a range of school improvement and business support services to all types of schools, academies and settings. The company seeks to deliver a cost efficient and high quality service for schools and academies, ensuring value for money and high impact. HfL has become a respected and trustworthy brand across the county and increasingly beyond. The existing customer base for traded services is strong, with every school in Hertfordshire buying at least one service from HfL.

Our traded school improvement services include:

- Consultancy
- Advice
- Training courses
- Conferences
- Training packages
- Bespoke training
- Curriculum materials
- Parent2Parent®

Our contract with Hertfordshire County Council for school improvement includes:

- Delivering statutory responsibilities for school improvement
- Supporting schools causing concern

Our traded business services include:

- HR services
- Recruitment services
- Teach in Herts recruitment service
- School Business Management services
- Data Management services
- Governance services
- ICT services
- Financial services

In addition to an array of business services and school improvement and curriculum support, HfL offers a comprehensive range of engagement programmes and partnership services. Some of the services are delivered by HfL, others delivered in partnership with high-quality HfL approved providers.

You can view more information on the company website: www.hertsforlearning.co.uk.

Board Structure

The Board consists of 11 non-executive directors and the Managing Director, who is the only Executive Director. Six Non-Executive Directors (NEDs) are either headteachers or school governors and are elected by schools. Three of the school NEDs are elected by qualifying primary schools, two by qualifying secondary schools and one by qualifying special schools. A further two NEDs are nominated by HCC. The remaining three NEDs, one of whom is the current Chair, come from outside of the education sector. They contribute their experience and expertise to help HfL develop as an independent customer-centric company with best practice governance.

Under the Articles of Association, NEDs of the Board are elected or appointed on a three-year cycle and the Chair is elected annually from within the Board. In line with corporate governance best practice, NEDs would be expected to serve a maximum of two terms.

In March 2019, three Headteacher NEDs will reach the end of their term of office, creating two vacancies for directors appointed by qualifying secondary schools and one vacancy for a director appointed by qualifying primary school. Two NEDs (Amanda Godfrey and Kate Smith) will have served for six years and so will be standing down from the Board. The third NED, Andrew Wellbeloved, will have served for one, three year term and is eligible to stand for re-election by Qualifying Secondary Schools. The Board hope that other senior figures in Hertfordshire education will chose to stand for election to replace the expertise and experience of the NEDs standing down from the Board.

Job Description

Key responsibilities of a Non-Executive Director:

- Provide leadership, direction and overall accountability to shareholders for the work of HfL
- Define and ensure compliance with the values and objectives of the company
- Approve strategies, policies and plans to achieve the company objectives
- Approve each year's budget and accounts prior to publication
- Establish and oversee a framework of delegation and systems of control
- Provide guidance, support and constructive challenge to members of the Executive Team
- Monitor HfL's performance in relation to plans, budgets, controls and decisions, holding the Managing Director and his executive team to account
- Ensure the company remains accountable and open to customers and other stakeholders
- Ensure that HfL's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and propriety.

Time commitment:

- Approximately 15 days per year in total
- Preparation and attendance at up to six Board meetings, typically lasting 2-3 hours, including one all day Strategy Day per year
- Membership (and, if elected, chairing) of one of the two sub committees of Audit and Risk and Personnel and Remuneration – three to four meetings per year
- Attendance at the AGM
- Visits to schools and to the company offices on an ad-hoc basis to stay close to company staff and customers
- Board meetings are usually held at the company offices in Stevenage; committee meetings are held either at the company offices or at a Hertfordshire school.

Terms and conditions:

- Remuneration: Non salaried
- Reasonable expenses will be reimbursed.

Person Specification

Experience:

- Candidates must be nominated by a school head teacher or by a school governor
- Candidates should have experience of working at a senior level in a school or be an experienced school governor with an education or business background
- Candidates should have a clear and demonstrable commitment and passion to 'make a difference' within the education sector and its business environment.

Abilities, skills and knowledge:

- Candidates should have detailed knowledge of education and should be able to represent the views of the category of school they represent on the Board, whilst accepting cabinet responsibility for all Board decisions
- They should have excellent communication skills including the ability to represent and promote HfL effectively and appropriately in a wide range of settings to different audiences using varied media.

Personal style and behaviour:

- Possesses and communicates a passion for the delivery of educational improvement through value for money and excellent customer services
- Leads by example - a leader with credibility and enthusiasm; a decisive and effective decision maker
- Operates as an effective ambassador – open, engaging and motivating style that generates respect and confidence
- Personal and professional credibility, able to inspire confidence at all levels, to assess and interpret a wide range of stakeholder interests and requirements and to balance them effectively
- Works well with teams – able to work as a member of a team with a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and with its partners
- Demonstrates probity and integrity
- Has the time and energy to discharge the responsibilities of the post effectively
- Shares the vision and commitment of the organisation.