

Southend Adult Community College Advisory Board Recruitment Policy

Southend Adult Community College (SACC) delivers Adult and Community Learning to learners of all ages across Southend. It is part of Southend-on-Sea Borough Council where it sits alongside economic growth, skills and regeneration services while working closely with other parts of the organisation including Education and Connexions. Access to education, skills and fulfilling employment are part of our 2050 ambition for Southend and key tenants of our economic recovery work. SACC has a vital role in contributing towards those outcomes and our ambition is to see it grow, sustainably, to positively impact on the lives of more residents.

Following an independent Peer Challenge Project supported by the LGA in autumn 2020 the Council has taken the exciting decision to refresh the College's governance arrangements; moving from a Governing Body to a model in direct relationship with the Council, and securing greater integration with the rest of the organisation – all with a focus on delivering better outcomes for local people.

Alongside the new governance arrangements we want to continue to benefit from independent insight, expertise and challenge to support the transition and growth of the College. Therefore, we are looking to establish an Advisory Board, made up of business and education leaders, to come on the journey with us.

The report outlining the change to governance and introduction of an Advisory Board was agreed in November 2020 and can be found here:

<https://democracy.southend.gov.uk/documents/s41562/12%20-%20-%20Report%20-%20Future%20Governance%20of%20Southend%20Adult%20Community%20College.pdf>

1. Ending the tenure of the Advisory Board members

- 1.1. The Southend Adult Community College (SACC) Advisory Board will be set up for an initial 12 months. Subject to its continuation Advisory Board members can serve a term of up to two years at a time. The Chair and Deputy Chair can serve a term of up to 2½ years' at a time.
- 1.2. The Council will advise all Advisory Board members that their membership is coming to an end not less than two months before the end of the two-year term. The Council will begin the recruitment process no later one month prior to the two-year termination date.
- 1.3. The Council may make a decision to grant a further two-year term to existing board members at the end of the current term. There will be a maximum of two consecutive terms that can be served. Advisory Board Members must advise the Council as to whether they wish to be considered for extension or to stand down by the end of the 22nd month of their tenure.

- 1.4. At the end of the tenure, and the Member has served the maximum of two consecutive terms, or wishes not to continue to be a Board Member the Council will confirm that their membership of the Advisory Board has expired.
- 1.5. It is not intended that the Advisory Board continue in a set form and function indefinitely, rather that its presence, purpose and make up evolves with the College and the achievement of the milestones on its growth journey. This may mean different skills sets and specialisms are needed through different phases, and that it will be regularly reviewed with the Council to ensure that the Advisory Board is able to fulfil its purpose.

2. Recruiting members to the Advisory Board

- 2.1. The call for applications to the Advisory Board will be made public and communicated via the SACC and Council websites and via other Council channels. Additionally, the call will be distributed through existing networks, all of whom will be asked to further distribute/promote as appropriate.
- 2.2. An application form will be made available on the SACC and Council's web site; all public promotion and communication will point to these website pages. Supplementary information on the role of Advisory Board members, such as the Terms of Engagement and slides outlining the formal governance arrangements and its relationship with the Advisory Board, will also be available to view alongside the application form.
- 2.3. An application deadline of not less than two weeks (10 working days) will be given from the date the vacancy is first made public. Applicants will be required to submit their application by email to the Council's nominated representative. Public promotion as described in 2.1 will continue throughout the period of the vacancy.
- 2.4. The Council will sift and shortlist all applications to ensure basic minimum requirements are met in terms of representing the sector and expertise required, interest in Southend and commitment to attend Advisory Board meetings.
- 2.5. A selection panel will be assembled to review the shortlisted applications, made up of:
 - Councillor (portfolio holder with responsibility for SACC)
 - 1 x Further and adult education expert
 - 1 x Council Executive Director
 - 1 x Council Director with responsibility for SACC
 - 1 x Principal of SACC (observer and support role)
 - 1 x Existing board member (usually the Chair)
- 2.6. The Council will choose suitable panel representation in accordance with the delegations in place to ensure the correct level of skills and experience are selected to support the Advisory Board's success.
- 2.7. The Council will share all application information with the selection panel electronically and arrange a virtual meeting for the panel to convene. Panel members will be asked if they wish to invite individual candidates to the panel meeting for a short interview. The panel meeting will take place no more than two weeks (10 working days) after the application closing date.

- 2.8. In choosing new members, the selection panel shall seek to ensure a balanced representation of skills and experience and reflecting the needs of SACC. Consideration will also be given to associations with other locally/ nationally recognised bodies, and to the overall diversity of membership in terms of the individual's protected characteristics as listed in the Equality Act 2010 (including, but not limited to, gender, race, sexual orientation and age).
- 2.9. The selection panel will vote to confirm their selections. Should a vote be required then a majority ruling will suffice; in the event of a tie the Council's nominated representative on the selection panel will have the casting vote.
- 2.10. The selection panel may choose at their discretion to convene a second panel meeting, such as in the event that a large number of applications are received and the panel wishes to further shortlist them and invite individual candidates back to a later interview.
- 2.11. The selection panel will only appoint Advisory Board members it feels will best serve the aims and functions of the Council and SACC as set out in the Terms of Engagement. Should the recruitment panel choose not to fill a vacancy, or if there is an insufficient number of applicants, then the vacancy shall be re-advertised according to the procedure described in section 4 below.
- 2.12. The Council's representative will advise each candidate of the outcome of their individual application within five working days of the selection panel reaching a decision. Successful candidates will be given induction information and be invited to the next scheduled Advisory Board meeting.

3. Recruiting Advisory Board members mid-term

- 3.1. The recruitment process described in section 2 applies whether recruiting to all positions at the end of the two-year tenure, or to individual vacancies 'mid-term' (such as when an existing business member chooses to leave the Advisory Board part-way through their two-year tenure).
- 3.2. In the event that a new Advisory Board member is appointed mid-term, their two-year tenure will commence upon appointment.
- 3.3. A mid-term vacancy does not need to be recruited to if less than six months remain of the two-year tenure period.

4. Re-advertising a vacancy

- 4.1. In the event that a vacancy is not filled, either through the decisions of the selection panel or through an insufficient number of applicants, then the vacancy shall be re-advertised.
- 4.2. Prior to re-advertising, the Council's representative shall ask all current members, whether newly appointed or existing, to recommend appropriate contacts from their

networks who they feel may be suitable for a position on the Advisory Board. The Council's representative shall contact the recommended individuals to encourage them to apply.

- 4.3. In re-advertising the vacancy, the full procedure for open calls described in 2.1–2.3 is again followed. All potential candidates must apply through this same open, competitive process, including any contacts recommended by existing members. The Council's representative will again sift and shortlist applications according to the criteria in 2.4.
- 4.4. The Council will only appoint Advisory Board members it feels will best serve the aims and functions in line with the Terms of Engagement. Should the Council choose not to fill a vacancy, or if there is an insufficient number of applicants, then the vacancy shall again be re-advertised according to the procedure described in 4.2–4.3.
- 4.6. A vacancy does not need to be re-advertised if less than six months remain of the two-year tenure period.

Appendix A – Advisory Board Chair Role Description & Person Specification

About the Advisory Board

The Advisory Board consists of a group of people who bring unique knowledge and skills that complement the knowledge and skills of the formal governance arrangements to secure effective overall governance of the College.

Purpose of the group is to:

- Act in the best interests of the College in achieving sustainable growth and delivering against agreed outcomes
- Support the transition towards closer alignment with other service areas across the Council and the commissioning of priorities
- Provide current expert advice to the College and the Council on education and skills in the context of adult community education
- Provide expert advice on finance and funding to optimise planning and performance
- Provide expert advice on business operations to support the College to improve its approach to marketing and communication and learner services
- Provide expert advice on digital learning and IT infrastructure
- Safeguarding
- Workforce development & welfare
- Support and challenge the Council and the College ensuring the curriculum intent, implementation and impact is relevant, effective and achieves the right outcomes for local people set in the context of the Southend economy
- Support and challenge quality improvement in teaching, learning and assessment to ensure it builds knowledge, develops and extends skills and promotes the interests and aspirations of learners
- Act as a critical friend enabling the College to thrive as an outstanding College that prioritises and fulfils the needs of its community

The Advisory Board is apolitical and has no decision-making nor financial responsibility. Accountability and decision-making sits within the Council freeing up the Advisory Board members to focus on using their experience and skills to innovate and recommend actions that will help to secure a sustainable future for the College. The Advisory Board will work on theme-based projects to accelerate the development and growth of the College. The Council will support the Advisory Board and listen to recommendations put forward to improve outcomes for local people. Being based in Southend is not a pre-requisite to sit on the Advisory Board, meetings of the Advisory Board will be virtual enabling participation from across the country. However, having an understanding of Southend, particularly regards to the local economy, will be beneficial.

About Southend-on-Sea/ Southend Adult Community College

Southend-on-Sea is located in South East Essex and is home to over 181,000 residents. It is part of the Association of South Essex Local Authorities (ASELA) and the Thames Estuary. The Council is a unitary authority and in 2018 engaged with communities across the borough to establish the 2050 ambition which is owned by all of Southend.

More about Southend 2050 can be found here: <https://www.southend.gov.uk/southend2050>

Southend Adult Community College is part of the Council and sits alongside growth and housing services while working with teams across the organisation. It is judged as a good provider by Ofsted. It reaches 2,500 learners each year with community learning, skills for life and work, apprenticeships and vocational qualifications. It also has a specialist facility for learners with higher and complex needs. The College is proud of its provision for adults with learning difficulties and/or disabilities which supports their move towards independence. In more recent years, the College has developed its provision for young people offering alternative provision, study programmes and now delivers the Interim Tuition Service (ITS) for the Council. ITS is providing learning for young people out of education due to medical reasons.

The College has 168 members of staff and is located across three sites, Southchurch, Westcliff and Belfairs in Leigh-on-Sea. Southchurch is the largest dedicated site is a priority area within the Borough and offers specialist facilities as well as being the Head Office for operational staff. The Westcliff Centre is a specialist centre that is dedicated to facilitating care and learning for its learners with multiple and profound learning difficulties and/or disabilities. Belfairs is a dedicated wing of the Belfairs academy offering outstanding facilities located in the popular area of Leigh-on-Sea.

The College has high levels of retention and achievement overall and apprenticeships are achieving timely. Financial performance is down and the challenges of the pandemic have had an impact on its strategy for growth, the Council continues to support the College and values the contribution it makes to the Southend community. The College as having a pivotal role in supporting economic recovery in the borough of Southend.

The Role

The responsibilities of the Chair include:

- Chairing the Advisory Board Meetings for a two-year period (Board meetings typically take place virtually six times a year and run for a two hour period)
- Working closely with the Council to progress the work of the board, prepare the agendas, agree areas of focus, oversee the work of the thematic working groups and generally ensure the progress of the board's work between meetings; this will require additional meetings of around 1-2 hours with the Council and the College.
- Providing representation for Advisory Board at the Council governance meetings as an observer and to ensure links between the work of the Council and Advisory Board are aligned.
- Approving action notes, meeting agendas and project themes for Advisory Board members to work through
- Developing a solution focused attitude at the board and fostering positive working relationships amongst Advisory Board members exemplifying Board member behaviour and input.
- Contributing relevant knowledge and expertise to illuminate the contextualised issues facing the College, the strengths and opportunities and the initiatives which could be taken to drive continuous improvement, innovation, growth and long term sustainability.

The Person

The Council is seeking an experienced senior leader who is engaging and dynamic and passionate about delivering great employment, education and wellbeing outcomes in Southend through strengthening the future of Southend Adult Community College. The Chair will possess the following attributes:

- A successful track record operating as a senior leader preferably with a background in the further or adult education sectors understanding the challenges and areas of opportunity for innovation and growth.
- A proven track record of leading and providing focus and direction in meetings to ensure all views are considered, driving consensus in order to achieve outcomes. Proven ability to articulate and implement strategies and plans and to give passionate leadership to their execution.
- Ability to operate as a high-profile advocate for the Advisory Board and generate enthusiasm for the aims of the Advisory Board and ambitions of the Council.
- Ability to lobby for the interests of the College across Southend, regionally and nationally, with a range of stakeholders.
- Ability to work effectively as a member of a team in which colleagues work cooperatively with each other, accepting collective responsibility for achieving improved outcomes for local people.
- A connection to, or affinity with, Southend. It is desirable for you to have an established reputation and public profile/network of contacts within the region.

Behaviours

The Advisory Board will work together and adopt positive behaviours and values committing to:

- Lead by example being inclusive and respectful
- Positively embrace change and present solutions that improve the way we work together
- Be transparent and accountable for the decisions made
- Have a bias to positive action, problem solving and forward looking opportunities
- Work as a team - exploiting each other's strengths, demonstrating strong corporate commitment and trust
- Have a strong and effective commitment to transparent communications
- Disseminate information from Advisory Board meetings with wider groups as appropriate, respecting the need to maintain confidentiality when required
- Promote the importance of working to a high standard within agreed time lines

Skills and Characteristics

- An engaging public speaker with presence, good communication skills and excellent interpersonal skills.
- Impartial, passionate and driven leader.
- Experienced political awareness.

Remuneration

The post is not remunerated.

Appendix B – Advisory Board Deputy Chair Role Description & Person Specification

About the Advisory Board

The Advisory Board consists of a group of people who bring unique knowledge and skills that complement the knowledge and skills of the formal governance arrangements to secure effective overall governance of the College.

Purpose of the group is to:

- Support the transition towards closer alignment with other service areas and the commissioning of priorities
- Provide current expert advice to the College and the Council on education and skills in the context of adult community education
- Provide expert advice of finance and funding to optimise planning and performance
- Provide expert advice on business operations to support the College to improve its approach to marketing and communication and learner services
- Support and challenge the Council and the College ensuring the curriculum intent, implementation and impact is relevant, effective and achieves the right outcomes for local people
- Support and challenge quality improvement in teaching, learning and assessment to ensure it builds knowledge, develops and extends skills and promotes the interests and aspirations of learners
- Act as a critical friend enabling the College to thrive as an outstanding College that prioritises and fulfils the needs of its community

The Advisory Board does not operate under a scheme of delegation and has no decision-making responsibility. Accountability and decision-making sits within the Council freeing up the Advisory Board members to focus on using their experience and skills to innovate and create a sustainable future for the College. The Advisory Board will work on theme-based projects to accelerate the development and growth of the College. The Council will support the Advisory Board and listen to recommendations put forward to improve outcomes for local people.

About Southend-on-Sea/ Southend Adult Community College

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alternative provision, study programmes and now delivers the Interim Tuition Service (ITS) for the Council. ITS is providing learning for young people out of education due to medical reasons.

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The Role

The responsibilities of the Deputy Chair include:

- Supporting chairing the Advisory Board Meetings for a two-year period (Board meetings typically take place six times a year and run for a two hour period).
- Working closely with the Council to progress the work of the board, prepare the agendas, oversee the work of the thematic working groups and generally ensure the progress of the board's work between meetings; this will require additional meetings of around 1-2 hours with the Council and the College
- Deputise for the Chair at relevant meetings to provide Advisory Board representation where necessary.
- Approving action notes, meeting agendas and project themes for members to work through
- Support the Chair in developing a solution focused attitude at the board and fostering positive working relationships amongst Advisory Board members exemplifying Board member behaviour and input.
- Contributing relevant knowledge and expertise to illuminate the contextualised issues facing the College, the strengths and opportunities and the initiatives which could be taken to drive continuous improvement, innovation, growth and long term sustainability.

The Person

The Council is seeking an experienced senior leader who is, engaging and dynamic and passionate about strengthening the future of the College. The Deputy Chair will possess the following attributes:

- Be a dynamic and engaging individual with senior leadership experience in the private, voluntary or public sector.
- A successful track record operating as a senior leader who has an understanding of the sector, challenges it faces and innovative solutions that will lead to continuous improvement and growth

- A proven track record of leading and providing focus and direction in meetings to ensure all views are considered, driving consensus in order to achieve outcomes. Proven ability to articulate and implement strategies and plans and to give passionate leadership to their execution.
- Ability to operate as a high-profile advocate for the College and generate enthusiasm for the aims of the Advisory Board and ambitions of the Council.
- Ability to lobby for the interests of the College across the sector regionally and nationally, with a range of stakeholders.
- Ability to work effectively as a member of a team in which colleagues work cooperatively with each other, accepting collective responsibility for achieving improved outcomes for local people.
- A connection to, or affinity with, Southend. It is desirable for you to have an established reputation and public profile/network of contacts within the region.

Behaviours

The Advisory Board will work together and adopt positive behaviours and values committing to:

- Lead by example being inclusive and respectful
- Positively embrace change and present solutions that improve the way we work together
- Be transparent and accountable for the decisions made
- Have a bias to positive action, problem solving and forward looking opportunities
- Work as a team - exploiting each other's strengths, demonstrating strong corporate commitment and trust
- Have a strong and effective commitment to transparent communications
- Disseminate information from Advisory Board meetings with wider groups as appropriate, respecting the need to maintain confidentiality when required
- Promote the importance of working to a high standard within agreed time lines

Skills and Characteristics

- An engaging public speaker with presence, good communication skills and excellent interpersonal skills.
- Impartial, passionate and driven leader.
- Experienced political awareness.

Remuneration

The post is not remunerated.

Appendix C – Advisory Board Member Role Description & Person Specification

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- Provide expert advice of finance and funding to optimise planning and performance
- Provide expert advice on business operations to support the College to improve its approach to marketing and communication and learner services
- Support and challenge the Council and the College ensuring the curriculum intent, implementation and impact is relevant, effective and achieves the right outcomes for local people
- Support and challenge quality improvement in teaching, learning and assessment to ensure it builds knowledge, develops and extends skills and promotes the interests and aspirations of learners
- Act as a critical friend enabling the College to thrive as an outstanding College that prioritises and fulfils the needs of its community

The Advisory Board does not operate under a scheme of delegation and has no decision-making responsibility. Accountability and decision-making sits within the Council freeing up the Advisory Board members to focus on using their experience and skills to innovate and create a sustainable future for the College. The Advisory Board will work on theme-based projects to accelerate the development and growth of the College. The Council will support the Advisory Board and listen to recommendations put forward to improve outcomes for local people.

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The Role

Members are collectively able innovate and contribute to the development and continuous improvement of the College. Members of the board will bring their specialist experience, expertise and knowledge to help to create a vibrant College fit for the future. These specialisms include (but are not limited to). As a member it is essential that you are able to see the bigger economic picture and are keen to offer your advice and make decisions on topics which may not always directly impact on the day to day work of your business but will ultimately benefit the wider productivity of South Essex.

Responsibilities of Members

- Support and influence the Council and the College to align provision of improved outcomes for local people
- Actively contribute to the development of working groups and lead on project themes that aim to secure growth and continued improvement of the College
- Act as an ambassador, promote and champion the work of the College and Council from the perspective of the community
- Contribute knowledge and expertise to illuminate the issues facing the sector, the strengths and opportunities and the initiatives which could be taken to drive improved outcomes.
- Actively participate in Advisory Board meetings (these meetings are typically two hours in duration). During Board meetings members will input into discussions from their area of expertise, offer advice and assist in overall strategic planning for the College and the Council
- Engage with the Council's representative between meetings to offer advice, drive activity and progress the ambitions of the Council and aspirations of the College.
- Take an active role in College and Council task and finish groups, which may include chairing and reporting back updates to the Advisory Board.

The Person

- A confident and articulate senior leader who can take a strategic view in understanding and influencing the challenges and opportunities facing the sector.
- A connection to, or affinity with, the Southend community and regional aspirations. It is desirable for you to have an established reputation and public profile/network of contacts within the region which directly relate to the ambitions of the Council and College
- Enthusiasm for driving up performance and shaping growth for future sustainability of the College
- Integrity, transparency and accountability.
- Knowledge of the key opportunities and/or challenges facing the adult education sector with ideas for how to achieve success.
- Ability to work effectively as a member of a team in which colleagues work cooperatively with each other, accepting collective responsibility for improved outcomes for local people.

Behaviours

The Advisory Board will work together and adopt positive behaviours and values committing to:

- Lead by example being inclusive and respectful
- Positively embrace change and present solutions that improve the way we work together
- Be transparent and accountable for the decisions made
- Have a bias to positive action, problem solving and forward looking opportunities
- Work as a team - exploiting each other's strengths, demonstrating strong corporate commitment and trust
- Have a strong and effective commitment to transparent communications
- Disseminate information from Advisory Board meetings with wider groups as appropriate, respecting the need to maintain confidentiality when required
- Promote the importance of working to a high standard within agreed time lines

Remuneration

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