



Department  
for Education



# **Appointment of Her Majesty's Chief Inspector of Education, Children's Services and Skills (HMCI)**

## **Applicant information pack**

Closing date: 9am Friday 18 March 2016

# A message from the Secretary of State for Education

Dear Applicant

The Government is committed to world-class education and care that allows every child to reach his or her potential regardless of background. We want to ensure that every child leaves school prepared for life in modern Britain. That means promoting children's safety and wellbeing, driving educational excellence everywhere, and preparing young people for adult life.

Ofsted is a crucial part of our plan to achieve this – and Her Majesty's Chief Inspector (HMCI) a crucial role. Ofsted touches the life of every single child in England. HMCI's top priority is ensuring that Ofsted continues to drive quality and raise standards in childcare and early education, in schools, in children's social care, and in further education. You would also be responsible for leading Ofsted's important engagement with parents, carers and professionals and for shaping Ofsted's public profile. You would be responsible to Parliament for the organisation, staffing and management of Ofsted, and for ensuring the efficient and effective use of their resources. We want to appoint someone who will make sure that Ofsted can respond to changes and opportunities – like a more autonomous school system, or innovations in business models – as well as to challenges like radicalisation and extremism.

That is a great deal of responsibility. This is a demanding role and a deeply rewarding one, with the potential for huge impact on the education and children's services systems. We are seeking to appoint an exceptional Chief Inspector, whose senior-level experience in education or children's services is matched by their skills in organisational leadership, by their understanding of the public-facing nature of the role and its interplay with government policy, and by their high standards of judgement, credibility and personal integrity.

This is a significant challenge and a rare opportunity. Thank you for your interest and for taking the time to read this information pack. If you have the skills and experience outlined above, and described inside, I hope that you will apply. If you are successful, I look forward to working with you to further improve standards towards the world-class education and care that our children and young people deserve.



**The Rt. Hon. Nicky Morgan MP**  
**Secretary of State for Education**

## Introduction

The Government is committed to providing world-class education and care that allows every child to reach his or her potential regardless of background. It seeks to promote children's safety and wellbeing, to drive educational excellence everywhere and to prepare young people for adult life.

Ofsted – and therefore Her Majesty's Chief Inspector (HMCI) – has a direct role to play in ensuring the safety and wellbeing of all our children and young people; and in our pursuit of educational excellence everywhere, so that every child and young person can attend a good nursery, school, training provider or college, achieving to the best of his or her ability regardless of location, prior attainment and background. HMCI can enhance the standing of Ofsted by being a credible and respected public figure who articulately and intelligently leads public conversation on standards in education and children's services.

HMCI will also have a key role over the five years of their term in delivering the manifesto commitment to reduce the burden of inspection and to continue inspection reform so that inspection is re-shaped to meet the challenges facing the education and children's services sectors.

## About Ofsted

1. The Office for Standards in Education, Children's Services and Skills (Ofsted) is a non-ministerial department. It regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, work-based learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding and child protection.
2. Ofsted is managed from its headquarters in London and there are six other regional offices covering the eight regions of England. It employs over 1400 front line staff including Senior Her Majesty's Inspectors (SHMI), Her Majesty's Inspectors (HMI) and Regulatory Inspectors, and contracts with over 1400 part-time Ofsted Inspectors.
3. Ofsted is required by the [Education and Inspections Act 2006](#) to perform its functions for the "general purpose of encouraging the improvement of activities" within its remit – and for ensuring that those activities are user-focused, and efficiently and effectively run. The Act also sets out the Chief Inspector's duties and responsibilities, which include overall responsibility for inspection delivery and quality.

4. Within its statutory context and the context of Government policy Ofsted has freedom to determine how it inspects, and has absolute freedom when it comes to matters of professional judgement in relation to its inspection findings.
5. Since 2007 Ofsted has had a statutory [non-executive Chair and Board](#). They are responsible for Ofsted's strategic direction, and for holding the Chief Inspector to account for Ofsted's performance. The Chief Inspector is also a member of the Ofsted Board.
6. The Ofsted Board has agreed three strategic priorities for 2016-20 for consultation with staff and stakeholders:
  - a. **Improved quality, efficiency and effectiveness**, ensuring inspection and regulation provide value for money through actions including considering whether inspection is proportionate across Ofsted's remit, and transforming operating systems to make the most of Ofsted's data and intelligence;
  - b. **Improved focus**, so that resources are targeted where Ofsted can make most difference, for example on the quality of provision for the most disadvantaged, including take up of provision in the early years; and
  - c. **Improved engagement**, to ensure Ofsted is trusted, valued and credible and does not introduce unforeseen burdens on those it inspects.
7. For more information on Ofsted, visit [www.ofsted.gov.uk](http://www.ofsted.gov.uk).

## About the role of Chief Inspector

8. The Chief Inspector is appointed by Her Majesty, for a term of five years.
9. The Chief Inspector holds the position of Accounting Officer for Ofsted, and is responsible to Parliament for the effective delivery of Ofsted's functions, and for the public funds which it administers. The Chief Inspector is accountable to Parliament primarily through the Education Select Committee, which takes evidence from the Chief Inspector twice yearly.
10. The Chief Inspector can also be called to appear before the Public Accounts Committee, which scrutinises the value for money of public spending.
11. The statutory duties of the Chief Inspector, as set out in the Education and Inspection Act 2006, include keeping the Secretary of State informed about issues including the quality of activities within Ofsted's remit, and the efficient use of resources in carrying out those activities; and providing, either by request or on his or her own initiative, the Secretary of State with information or advice relating to activities within Ofsted's remit, including advice relating to a particular setting.

## Chief Inspector role profile

The Chief Inspector is responsible for the leadership and management of Ofsted, and as its Accounting Officer, is responsible to Parliament for the use of public funds. The role of Chief Inspector also includes:

- Driving Ofsted to be an ever more focused and effective inspectorate – one where the quality and credibility of inspection continues to improve while value for money increases
- Providing outstanding leadership to Ofsted as an organisation, including building and maintaining a high-performing workforce, managing change effectively, and demonstrating commitment to equality and diversity
- Leading and inspiring Her Majesty’s Inspectors and Regulatory Inspectors across the country so that Ofsted builds and maintains a committed and high-performing workforce of Inspectors who have credibility with the sectors they inspect
- Ensuring that Ofsted continues to drive improvement and raise standards in an increasingly autonomous school system, making fair and rounded judgements of school performance to promote educational excellence everywhere
- Ensuring that Ofsted continues to improve the quality of Early Years provision through a strong inspection regime
- Ensuring that Ofsted continues to drive quality in apprenticeships and the FE sector
- Ensuring that Ofsted continues to drive quality and raise standards in children’s social care
- Ensuring that Ofsted is able to respond to challenges in an appropriate and proportionate way – including, for example, dealing with issues around extremism in schools, colleges and training providers, child sexual exploitation, and increasing efficiency
- Ensuring that Ofsted is able to respond pro-actively to the direction of government policy and strategy, for example the development of more autonomous school and further education systems, innovative delivery models in social care, and the target to grow apprenticeships
- Ensuring that Ofsted continues to meaningfully engage parents, carers, pupils and students, professionals, and employers, and safeguards Ofsted’s reputation
- Representing Ofsted to the public, ministers and Parliament
- Working in a highly effective way with key contacts, including ministers, professionals and service users – for example:
  - Schools, children’s service and early years’ settings, professional and sector bodies and parents and others who draw on Ofsted reports
  - The Secretary of State for Education, ministers, and MPs across government
  - The Chair and Board of Ofsted, and Ofsted’s senior management team
  - Chair and members of the Education Select Committee
  - The Permanent Secretary and senior officials of the Department for Education (DfE), Business, Innovation and Skills (BIS), and other departments
  - Regional schools commissioners (RSCs)
- Leading public conversation in relation to the implementation of regulation and standards in education, children’s services and early years

## **Person Specification**

Applicants must be able to evidence the following skills and experience:

- Strong personal commitment to the highest standards in education and children's services
- Experience at the highest level in education or children's services, including substantial organisational leadership skills and proven experience in leading and managing change in a complex environment
- Strong communication skills, excellent judgement under pressure and a high degree of personal integrity
- Understanding of and ability to utilise Ofsted's role in using regulation and inspection to drive up standards and improve the lives of children and young people right across England
- Understanding of the current political landscape, and the direction of government policy, including on education, early years and children's services policies and the Better Regulation agenda
- Sound financial judgement, in order to operate effectively as Accounting Officer, managing the Ofsted budget in a way which maximises benefit to the taxpayer

## **Diversity and equality of opportunity**

The Department for Education is committed to making appointments on merit by fair and open process. Applications are particularly welcomed from people with disabilities, members of minority ethnic groups and women.

## **Terms of appointment**

### **Contract**

This appointment is based on a fixed term of five years, commencing 1 January 2017.

### **Remuneration**

This post attracts a salary in the range of £170,000-£180,000.

### **Location**

This post is based at Ofsted's office in London. The role requires frequent travel within the UK, including to Ofsted's offices across the country, with occasional travel abroad.

### **Pension**

This post is pensionable.

Ofsted offers the Alpha (career average) scheme and the Partnership (defined contribution) scheme to new joiners to the Principal Civil Service Pension Scheme (PCSPS). If a person is re-joining the PCSPS, they may be eligible to re-join a previous pension scheme – this is dependent on if there was a break in service and how long this was for; the length of time before retirement age; and if there is any public service history.

Further information can be found at: [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

### **Annual Leave Entitlement**

In line with the Department for Education's terms and conditions, this post has an annual leave allowance of 25 days, rising one day per year to a maximum of 30 days, plus one day privilege leave.

### **Other terms and conditions**

This is a Crown appointment and it will be subject to pre-appointment scrutiny by the Education Select Committee.

The terms and conditions of the post will be determined by the Secretary of State for Education.

### **Eligibility**

Before the appointment can be confirmed the successful candidate will be subject to a basic security check.

There are individuals who will not be considered for appointment. They include:

- Those who have received a prison sentence or suspended sentence of three months or more in the last five years;
- Those who are subject to a bankruptcy restrictions order or interim order;
- In certain circumstances, those who have had an earlier term of appointment to another public body terminated;
- Those disqualified under the Company Directors Disqualification Act 1986; and
- Those who have been removed from trusteeship of a charity.

### **Conflicts of interest**

Applicants are required to declare any business interests, positions of authority or other connections with organisations that may be relevant to Ofsted. If you are invited for an interview, the selection panel will expect to discuss interests that may affect the independence or perceived independence required for this role.

### **Standards in public life**

Candidates will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to a Code of Conduct.

**Applicants must also confirm that they understand the standards of probity required by public appointees outlined in the 'Seven Principles of Public Life' set out by the Committee on Standards in Public Life (the 'Nolan Principles' – see Annex A).**

### **Political activity**

In accordance with the recommendations of the Committee on Standards in Public Life, candidates must declare any significant political activity in the past five years. This information will be used for monitoring purposes; the successful candidate's information in this regard may be released into the public domain.

## The appointment process

### The Commissioner for Public Appointments

The Commissioner for Public Appointments regulates and monitors ministerial appointments to public bodies to ensure that they are made on merit after fair and open competition. More information about the role of the Commissioner and the Code of Practice is available from

<http://publicappointmentscommissioner.independent.gov.uk>

### How to apply

Applications will be assessed for longlisting in relation to evidence of the following three key criteria only:

- Experience at the highest level in education or children's services, including substantial organisational leadership skills and proven experience in leading and managing change in a complex environment
- Sound financial judgement, in order to operate effectively as Accounting Officer, managing the Ofsted budget in a way which maximises benefit to the taxpayer
- Understanding of the current political landscape, and the direction of government policy, including on education, early years and children's services policies and the Better Regulation agenda.

**Saxton Bampfylde has been engaged as the Department for Education's employment agency advisor on this appointment.**

Applications should be sent to **QBFS@saxbam.com** or by post to:

**Jonathan Morgan**

**Saxton Bampfylde (ref: QBFS)**

**PO Box 198**

**Guildford**

**Surrey**

**GU1 4FH**

Please enclose with your application:

- a completed detachable candidate summary form, along with completed conflicts of interest, political activity and diversity monitoring forms and, if applicable, guaranteed interview scheme form (attached at annex B and as a separate appendix accompanying this information pack for candidates wishing to complete and submit electronically)
- a full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and budgets and staff managed, and latest remuneration including any bonuses or benefits;
- a covering note of not more than two pages summarising the abilities and experience offered in relation to the person and job specifications; and
- daytime, evening and/or mobile telephone numbers.

The closing date for applications is 9am on Friday 18 March 2016.



### **Indicative timetable**

Closing date for applications	9am on Friday 18 March 2016
Longlisting	31 March 2016
Preliminary screening	Early April 2016
Shortlisting	11 April 2016
Panel interview and further assessment	21 April 2016
(A further date may be arranged, subject to the number of candidates for interview)	
Meeting with the Secretary of State for Education	To be confirmed early May 2016
Education Select Committee hearing	To be confirmed June/July 2016

Please note that these dates are subject to change.

The selection panel for this role will consist of:

Sara Nathan OBE, Public Appointments Assessor (Chair)

Chris Wormald, Permanent Secretary, Department for Education

David Hoare, Chair of Ofsted

Ruth Hunt, Chief Executive of Stonewall

We will make every effort to adhere to the timetable above. Where dates are to be confirmed we will notify candidates as soon as arrangements are made. The panel will consider all applications at longlist stage, and applicants will be informed of the progress of their applications after 31 March 2016. Longlisted candidates are likely to be asked for further information ahead of shortlisting. Shortlisted candidates are likely to be asked to undergo some additional assessment immediately prior to their interview. All applicants are asked to note and where possible hold the dates above for interview, meeting with SoS and the Education Select Committee hearing. Panel interviews will be held in London.

Candidates will receive feedback at each stage of the process.

### **Queries**

If you have any questions about the role or the appointment process, please contact the Inspection and Accountability team at the Department for Education:

Michael Mensah via [HMCI.recruitment@education.gsi.gov.uk](mailto:HMCI.recruitment@education.gsi.gov.uk).

If you are not completely satisfied with the process, please raise any complaint in the first instance to:

Amy Collins, Department for Education, Inspection and Accountability Unit, Level 2, Sanctuary Buildings, Great Smith Street, London SW1P 3BT.

For full details of the complaints process for public appointments please visit <http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2013/04/Commissioner-for-Public-Appointment-Complaints-Procedure.pdf>

Alternatively, you can contact the Commissioner's office on 020 7271 0831 for a printed copy.

## **Annex A: The Seven Principles of Public Life**

1. **Selflessness**

Holders of public office should act solely in terms of the public interest.

2. **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisation that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

3. **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. **Honesty**

Holders of public office should be truthful.

7. **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**ANNEX B:**

**Forms also available separately (accompanying this information pack on the Public Appointments website) for candidates wishing to complete and submit electronically**

**STRICTLY CONFIDENTIAL**

Please complete this form and send with your application to: **QBFS@saxbam.com** or Saxton Bampfylde, PO Box 198, GUILDFORD GU1 4FH

POSITION APPLIED FOR <b>Her Majesty's Chief Inspector of Education, Children's Services and Skills</b> 4 letter job code: <b>QBFS</b>			
SURNAME	FIRST NAME	INITIAL(S)	TITLE
ADDRESS FOR CORRESPONDENCE			
CONTACT TELEPHONE NUMBER(S)		EMAIL ADDRESS	
LATEST EMPLOYER (ORGANISATION)	LATEST JOB TITLE		SALARY

## **HMCI - Potential Conflicts of Interest**

Please provide details below of any business or other interests or any personal connections which, if you are appointed, could be misconstrued or cause embarrassment to the Department for Education or Ofsted.

Any particular conflicts of interest detailed here will not prevent you going forward to interview but may, if appropriate, be explored with you during your interview to establish how you would address the issue(s) should you be successful in your application.

**Name of applicant:**

**Response:**

## HMCI - Political Activity Questionnaire

Name of Applicant:

All applicants for a public appointment should complete the questionnaire below.

This question is asked as it enables the monitoring of political activity of candidates for a public appointment in so far as it is already in the public domain. Neither activity nor affiliation is a criterion for appointment (except where statute dictates specific representation).

Please indicate which of the following activities you have undertaken during the past five years by ticking the appropriate box and by providing details of your involvement. Name the party or body for which you have been active. If you have been or are an Independent or have sought or obtained office as a representative of a particular interest group, you should state this.

### Please tick all relevant categories.

Obtained office as a Local Councillor, MP, MEP etc.	
Stood as a candidate for one of the above offices.	
Spoken on behalf of a party or candidate.	
Acted as a political agent.	
Held office such as Chair, Treasurer or Secretary of a local branch of a party.	
Canvassed on behalf of a party or helped at election.	
Undertaken any political activity which you consider relevant.	
Made a recordable donation to a political party. <sup>1</sup>	
None of the above activities apply.	

Name of Party of which activity undertaken:

Note: this form is for monitoring purposes only and will only be seen by the selection panel prior to interview. However, it is appreciated that such activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you should include it separately in your personal statement.

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<sup>1</sup> The Political Parties, Elections and Referendums Act 2000 requires the Electoral Commission to publish a register of recordable donations (donations from an individual totalling more than £5000 in any calendar year, or more than £1000 if made to a subsidiary accounting unit such as a constituency association, local branch, women's or youth organisations). These provisions became effective from 16 February 2001.

## HMCI - Public Appointment Diversity Monitoring Form

All Government Departments aim to provide fair and equal access to public appointments and to ensure that all sectors of society are represented. You are asked to complete an Equal Opportunities Monitoring Form. The questions set out in this form below help us to monitor the effectiveness of this policy by gaining a picture of all those applying for and obtaining appointments. They also help us to monitor how we are complying with equality law.

The Equality Act 2010 protects people from discrimination and promotes equality on the basis of a number of 'protected characteristics'. We ask for information on your 'protected characteristics' in order to help us monitor our performance on equality.

The commitment to widening access to public appointments is set out in Increasing Diversity in Public Appointments which can be viewed at:

<https://www.gov.uk/government/publications/increasing-diversity-in-public-appointments>

We may also be asked to provide information – in summary form only that does not identify individuals in response to Parliamentary Questions and other public enquiries and reports on our equality performance.

In line with Government policy, and in accordance with the provisions of the Data Protection Act 1998, the information you provide will be held confidentially and can only be used if you give us your consent.

**The form will be kept separate from your application and will not be seen by the shortlisting or interview panel.** Assessment of your suitability for the post is made purely on the information you give on the application form and your performance at the interview, should you be invited. Appointments are made strictly on merit.

If you consider yourself to have a disability as defined under the Equality Act 2010 and would like to apply under the Guaranteed Interview Scheme then please complete the Guaranteed Interview Request form and submit it with your application.

## DIVERSITY MONITORING FORM

### NAME OF APPLICANT:

### GENDER:

At birth, were you described as...

Male

Female

Intersex

Prefer not to say

Which of the following describes how you think of yourself?

Male

Female

In another way: \_\_\_\_\_

### AGE:

66+

56-65

46-55

36-45

35 & under

### DISABILITY:

The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment which has substantial and long term (i.e. has lasted or is expected to last at least 12 months) adverse effect on their ability to carry out normal day-to-day activities. Adverse effects may arise from external barriers experienced by people with impairments.

When you answer the question, you should not take into account the effect of any medication or treatments used or adjustments made (for example at work or at home) which reduce the effects of impairments. Instead, you should think about the effect the impairment would have if these were not being used or made.

Taking this into account, do you consider yourself to be a disabled person?

Yes:

No:

**ETHNIC ORIGIN:**

Which group do you identify with? Please tick one box. The options are listed alphabetically.

ASIAN OR ASIAN BRITISH

Bangladeshi

Indian

Pakistani

Any other Asian background (specify if you wish)

CHINESE OR OTHER ETHNIC GROUP

Chinese

Any other (specify if you wish)

BLACK OR BLACK BRITISH

African

Caribbean

Any Other Black background (specify if you wish)

MIXED

Asian and White

Black African and White

Black Caribbean and White

Any other Mixed Ethnic Background (specify if you wish)

WHITE

Any Other White Background (specify if you wish)



**ANY OTHER BACKGROUND**

Any other ethnic background (specify below if you wish)

Prefer not to say

**SEXUAL ORIENTATION - Do you consider yourself to be?**

Bisexual

Gay man

Gay woman/ Lesbian

Heterosexual/ Straight

Other (Please state below)

Prefer not to say

**RELIGION AND BELIEF - What is your religion?**

None

Christian (including Church of England, Catholic, Protestant and all other Christian denominations)

Buddhist

Hindu

Jewish

Muslim

Sikh

Other (Please state below)

Prefer not to say

## HMCI

### GUARANTEED INTERVIEW SCHEME

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence required under each of the six specific qualities and skills sought.

#### **What do we mean by disability?**

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on his or her ability to carry out normal day-to-day activities.

#### **How do I apply?**

If you want to apply under the Guaranteed Interview Scheme simply complete the declaration below and send it in with your application.

#### **DECLARATION**

**I consider myself to have a disability as defined above and I would like to apply under the Guaranteed Interview Scheme.**

Name: .....Date: .....

Signature\* .....

Vacancy reference: HMCI

\*There is no need for a signature if you are submitting the form electronically.

**Please return the completed form with your application**

**ANY FALSE DECLARATION OF DISABILITY TO OBTAIN AN INTERVIEW WILL SUBSEQUENTLY INVALIDATE ANY OFFER OF A POST**