

Judith Johnson
Managing Director
JJ Education Services Limited



CV – January 2016

An experienced educationalist and school improver working across public and private sectors covering primary, special and secondary phases of education and with leadership experience of outcomes led commissioning, corporate change management, and service portfolios relating to Educational provision by local authorities.

- ☑ Grounded in improvements for children and improving life chances
- ☑ Skilled in reconfiguring public services in educational services - implemented 5 major service re-structurings across 3 LAs to deliver cost effective, flexible fit for purpose service provision, efficiencies and balance budget to meet Savings Plans.
- ☑ Breadth of corporate, senior, strategic and operational leadership/management
- ☑ Delivery of transformational change through Partnerships/Joint Ventures, Collaboratives and Multi-Academy Trusts
- ☑ Reviews, Programmes and Projects Experience
- ☑ Communicates well with range of audiences – Staff/Governors/Members/DfE Officials/Unions
- ☑ Noted for Integrity/Perseverance/Energy/Flexibility
- ☑ Clear Thinker – able to ‘de-clutter and resolve problems – systems and people level
- ☑ Gets things done/can-do/completer finisher
- ☑ Experienced in and able to assess new situations rapidly and forge relationships and establish trust.

Judith Johnson

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NI No : YX 77-90-33-A DfE No : 73/50952 Company No : 8032288

Overview

1. As Managing Director of JJES Ltd - I have worked on a varied range of **LA Service Re-design and School collaboratives' projects** maintaining up to date links with both sectors of the education system - providing strategic and operational impact, receiving positive testimonials and securing value for money from commissioned projects.
2. As Deputy Director for Children's Service and Director for Learning & Schools – I **balanced political and strategic leadership** across range of services with operational support for schools and income generating trading agendas, maintaining full service delivery and improvements in a time of reducing resources.
3. As Chief Inspector/Adviser for Surrey County Council – I led several **schools and service systems re-organisations**, have credibility in **problem resolution** with values and taking colleagues along e.g. Creating JV School Support Company, Collective Special Schools Trust, and School Closures.
4. As Business Improvement Director for Public: Private Partnership (JVC) – I initiated systems of **post and interim activity review** as part of our **continuous improvement strategy and developed Quality Standards**.
5. **Team leadership** has covered executive and strategy senior teams, matrix project groups, multi professional teams, inter-departmental teams for specific corporate activities and groups of school staff for research and focus groupings. Sought after as project leader by other services for style and up-front 'no blame culture', yet perceived as one of the strongest managers in the department as not afraid to take on the thorny issues.
6. 11 years' operating in fully traded environment with dependence on effective **client relationships** for business and reputation success (internal LEA client and external schools and other clients). All services under my direct responsibility made annual **trading surpluses** in excess of 4%.
7. Renowned for my introduction of people centred systems and personal emphasis on **open communication**. Many examples of **networking** across boundaries, bringing groups together to explore and implement new ideas/projects.
8. Acted as **personal coach** to several women middle managers with good success rate in promotion terms.
9. Significant involvement in **change programmes** at company, departmental, service, school, political levels e.g. change management series for schools, service staff support and outsourcing programme following Gershon BDR review.
10. Director and Founder Member of Independent Special School – 'Life Chance Education'

Skills and Qualities

- Resilient, flexible, optimistic and resourceful. High energy and achievement levels. Self-disciplined.
- Committed, loyal and inspirational/motivational leader of people/teams. Futures orientated. Entrepreneurial.
- Excellent interpersonal skills - high 360° appraisal scores for Initiative and Personal Impact Competences.
- Experienced consultant, coach and counsellor, combining critical friend approach with excellent delivery skills and knowledge of management processes. Performance Manager
- Effective mediator. Coaching and advanced facilitation skills. Enjoys forming effective alliances.
- Able to recognise and exploit windows of opportunity. Experienced in managing complex portfolios.
- IT proficient with experienced project/performance data mgt skills.
- Ability to 'see the wood through the trees', de-clutter thinking and think on my feet.
- Wide knowledge of children's legislation and quality requirements relating to school improvement and governance
- Needs analysis, options appraisal, commissioning, procurement and contract negotiation skills.
- High expectations and personal standards

Referees

Phil Norrey, Chief Executive - Devon County Council

County Hall, Topsham Road, Exeter, Devon, EX2 4QG Tel: 01392 383201 Email: phil.norrey@devon.gov.uk

Jim Leivers, DCS - c/o Rebecca Matthews – Deputy Director for Education & Early Intervention - Oxfordshire County Council

County Hall, New Road, Oxford, OX1 1ND. Tel : 01865 815498 Email: rebecca.matthews@oxfordshire.gov.uk

Dave Strudwick – Principal of Plymouth Free School for the Creative Arts (PSCA)

14 Hobart Street, Millbay, Plymouth, PL1 3DG. Tel: 07506 757003/07748 702233 Email: dstrudwick@pca.ac.uk

Sarah Callaghan, Assistant Director – Universal Services - Learning & Achievement - Warrington

New Town House, Buttermarket St, Warrington. Tel: 07792 798663/01952 442940 Email : scallaghan@warrington.gov.uk

Debbie Horn, School Improvement Commissioner - Torbay City Council

c/o Oldway Teaching School Alliance (Riviera Primary Academy Trust) Oldway School, Higher Polsham Rd Paignton. TQ3 2SY
Tel : 01803 298693 / 07947 864297 Email: debbie.horn@torbay.gov.uk

Key Achievements

JJES Ltd

- ❑ Established own consultancy business - successfully and consistently exceeding annual Business Plan Financial Targets and across full breadth of Portfolio Projects.
- ❑ Lead bidder and designated Education Adviser on successful tender to DfE under contract with national company for Lot 2 Educational Consultancy to stage one approved Free School.
- ❑ Developed integrated e.service level agreements (SLAs) for schools and innovative SLA for confederations of schools including comprehensive modular training packages.
- ❑ Produced comprehensive School Improvement Compendium – ensuring an integrated approach with Every Child Matters and statutory requirements.

Devon County Council

- ❑ Integrated 11 school Improvement & Inclusion services to form the Devon Learning & Development Partnership (LDP) securing zero based budgeting and ongoing sustainability in range of services/financial income.
- ❑ Established and QA'd annual commissioning model for £23m pa statutory and strategic services on behalf of DCC elected members with year on year RAG improvements in evaluation of projects delivered.
- ❑ Initiated and subsequently commissioned the School Leadership Support Service (SLSS) for senior leaders and governors in Devon and beyond (traded) providing mentoring/counselling/well-being support.
- ❑ Lead Officer and Programme Sponsor for OJEU tendering process for Public Private Partnership - joint venture contract worth £55-80m delivering beneficial contract to DCC.
- ❑ Secured 33% reduction in Childrens Services budget costs (headcount, management grades, and annual running costs) 2011-12. Secured 3 year annual improvements in schools' performance in Devon at both key stages with best ever results in 2011 across all indicators and improved rankings in Statistical Neighbour league tables (top 33%).
- ❑ Developed 'Blue Sky' regeneration and Area Review consultancy models, using holistic multi-agency approach working in partnership with schools, strategically reviewing their future and managing falling rolls in two rural LAs.

Surrey County Council – VT4S

- ❑ Launched first UK Joint Venture School Improvement Company (Surrey 4S) under DfES *New Model LEAs* pilot scheme. Maintained school improvement services ranking 4* throughout transition. Initiated and project managed second national joint venture for School Improvement & Inclusion Services securing 5% profit and stable turnover.
- ❑ Secured Charter Mark, ISO9001, ISO 14001, DfES CSI Framework List, Investors in People, NAACE Mark, Framework Provider for Children's Services and preferred Provider Status (ICT) for company within first 3 years of company life, supporting standardisation of in-house procedures and the viability of future bids for delivery of services in other LAs.
- ❑ Initiated 4S +5 *Change Programme* to equip the company for the next 5 years covering re-structuring, business systems, accommodation review, staff development and core delivery skills.
- ❑ Developed an alternative to the League Tables – the *Index of Achievement* with DfES Innovations Unit and 3 other LAs (Norfolk, West Sussex and Kent) – and subsequent contract novation with Granada Learning for e.version.
- ❑ Project managed consultation, tender & procurement procedures for 3 secondary school regenerations (Fresh Start)

Career Profile

February 2012 to Present

(MD of JJ Education Services Ltd - JJES)

2015 and 2012 – 2 periods of interim consultancy with Oxfordshire County Council (Total 22 months part-time)

Education Strategy development, Options Appraisal for outsourcing the Schools & Learning Service; procurement process documentation and specification; soft market testing; commercialisation of the service; service delivery agreement and staff functional deployment; strategic schools partnership; set up effective practice website; preparation for SI Ofsted inspection.

2014-16 Torbay City Council

School Improvement Adviser for a Special Measures - then RI secondary school; partnership with academy trust for MAT sponsorship; Governing Body (with issues) member; Headteacher performance manager; conducted review of LA Governance functions prior to outsourcing option and development of specification for Teaching School Alliance takeover of functions; impact evaluation review of LA Commissioning processes and outcomes for improvement recommendations.

2013-14 Warwickshire County Council and Warrington Borough Council (6 months & 4 months part-time)

Structural review of service provision; supporting school to school support; strategic service system re-design; school improvement documentation and processes review and re-drafting, coaching support for Assistant Director; Pre Ofsted SI Inspection Review.

2013-16 Southampton City Council (8 months part-time)

School Improvement Adviser for a Special Measures → Good secondary school; Departmental Reviews; Middle Leader Coaching; Strategic planning for school leadership; preparation for school improvement Ofsted inspection; documentation review; development of School Improvement Compendium of all related processes.

2012-13

Portsmouth City Council - Executive Induction Coach and Change Adviser to Director for Education & Strategic Commissioning and her SLT. (9 months part-time)

Diocesan Board (Anglican) Services Efficiency Review, Business Planning and Coaching contract. (1 year part-time)

Schools (Ongoing)

Pre Ofsted Inspection Reviews with Groups of Schools and Progress reviews for Schools in an Ofsted category.

SIP to an all-through Free School, a secondary school in RI and two Academies in RI.

Ongoing work with 10 different collaborative groups of schools (MATs/Federations/ Learning Partnerships/Consortia/ Special School networks) on strategic planning, governance development, pre-ofsted health checks, skilling middle managers, quality standards, metrics.

Headteacher Performance Management External Adviser for 4 schools.

Middle/Senior Leader Coaching in 4 schools (secondary)

Departmental Subject Reviews

Strategic planning sessions with Governing Bodies/Trustees / Directors in 4 secondary schools and 3 MATs and one cross sector learning Community across 4 LAs.

Income generation and MoU development work with two Consortium of Schools (Business Planning/Coordinator Coaching/ Committees)

Private/Voluntary Sectors - General

Bid Manager and Lead Education Adviser under Gleeds Concentra contract for Free School Lot 2 Consultancy

Private Sector Education Resources Company – Education Strategy Adviser function with focus on Vulnerable Groups and use of Pupil Premium Funding (Brain in Hand)

Voluntary Sector Company – Adviser on Education Strategy to School Trusts model

LA Innovations Adviser to Private Sector Education Services Company (Call Off Contract) – Bid Writing and Advice on Commissioner perspectives and development of e.learning SI packages (Babcock plc)

Mentoring : Multi –Agency Mentoring (Police), New Diocesan Director, Secondary Students in local Academy

Research and Review of Schools Forums.

Volunteer Accelerated Student Support – Reading, Writing & Target Setting with Students in Primary & Secondary settings

April 2008 – January 2012

Director for Learning & Schools – Devon County Council

- Deputy Director for Children & Young People Services
- Schools and Services Budget of c£400m
- Strategic Commissioner for School Improvement, SEN and Inclusion Services
- Policy, QA and Financial Oversight of 363 Schools, 4 PRUs and 11 Services
- Childrens Services Representative on Corporate Change Programme

Direct Reports/Portfolios :

- Policy and Strategic Planning (inc. Childrens Trust); Admissions & Parent Support Service; CiC & Virtual School Headteacher
- Facilities Management (H&S, Premises, Catering and Cleaning Services);
- Strategic & Capital Planning – Learning Environments; 14-19 and Skills
- Directorate Support Services (Mediation Services, H&S, Emergency Planning, Resources & IT, Customer Services, Staff Dvlpmnt
- County Special Educational Needs Team – CSET, Pupil Referral Units & Personalised Learning
- Integrated Youth Support Services (Youth Service , Youth Offending Service and Secure Unit, Connexions)
- Achievement Through Collaboration Service & School Organisation
- Learning & Development Partnership – Integrated Business Unit for School Improvement & Inclusion ⇒ Joint Venture Company (Inspection & Advisory Service, SEN, Governance, Curriculum, Music & Culture, Outdoor Education Centres, Vulnerable Groups (EMAS/GRTS/ EWOs/EPS/VI & VI & Phys.Dis, Hospital Tuition), Schools Library & Media Loans Service, Workforce Development inc. Leadership & Management)

Membership of Key Groups

Corporate Change Programme Board, Chair of Schools' Forum, Chair of TISP Management Group (Targeted Intervention & Support for Schools), Chair of FIPS (Financial Intervention Panel –Schools) , Chair of FLA (Forum for Learning & Achievement), SW Association of Leaders of Special Schools (SWALSS) , Connexions Board Member for Regional SW LA Consortia Company, Chair of Teachers' Consultative Cmtte & JCC, SW School Improvement Officers Regional Network, CE Diocesan Council, LSCB Education Representative, Children's Trust & Partnership Council.

June 2006 – April 2008 Business Improvement Director (VT4S Ltd - Surrey School Support Service)

- Surrey County Council Chief Adviser - 406 maintained schools, Adviser to the Executive Director for Services to Families and Elected Members on all matters relating to school improvement and cross service networks for school improvement.
- Key agent for schools collaboratives working through phase councils and federations development planning
- Key Account Manager for SCC Joint Venture Contract including strategic responsibility for the annual contractual output specification (£11.5 m – 100 projects relating to CYP Single Plan – ECM - 07-08)
- Accountable for all quality systems, benchmarking and internal/external quality standards and accreditation. Chair of Company Quality Leads Forum. Established the Business Improvement Quality Framework. Accountable for Divisional Health & Safety at Work
- Lead for Customer Relationship Management including school customer surveys/satisfaction levels
- Membership of the VT4S Nominated Board of Directors and the Stakeholders Partnership Board
- Sponsor for the Environmental Group and the Reward for Success Pay Harmonisation Group

July 2005 – December 2005

Interim Head of Education with the London Borough of Merton

- Secondment - 2nd tier post covering 4 departments: Educational Standards, Educational Inclusion, Behaviour and Pupil Referral Unit/SMART Centre, School Organisation - Policy/Leadership/Mgt/Budget and Quality Assurance functions

- Initiated change management to integrate departments post restructuring from Education, Leisure and Libraries into Children & Families Directorate. Project managed 2 Academies Expressions of Interest stages and addressed budget deficits issues in 2 schools
- Implemented cost neutral pricing structures to achieve traded income targets, including downsizing the department to meet budget reduction exercise. Initiated Governor Association consultation framework and MoU/Constitution

2002-2006 Deputy Chief Executive of Four S & Chief Education Adviser for Surrey County Council

- Lead Educationalist for the County for School Standards and the Quality of Education provided in 413 maintained schools, Adviser to the Executive Director for Services to Families and Elected Members on all matters relating to school improvement
- Strategic responsibility for 5 Portfolios and their Directors : Learning & School Improvement, Facilities Management, Management Consultancy, Business Development, Continuous Improvement & Quality Standards
- Key Account Manager for SCC including strategic responsibility for the annual contractual output specification (126 projects relating to CYP Education Development Plan in 2005-06) – Payment & Performance Mechanism
- Accountable for all quality systems, benchmarking and external quality standards
- Deputising for the Chief Executive on all internal and external business matters.
- Membership of the VT4S Nominated Board of Directors and the Stakeholders Partnership Board
- Project Sponsor for the Environmental Group and the Reward for Success Pay Harmonisation Group

1999-2002 Head of School Effectiveness with Surrey County Council

- Coordinate School Improvement across County and between departments, inc. LA & Schools' targets.
- Lead Commissioner – Client Side - ensuring a cross service and preventative approach to the support and challenge cycle and Policy Development for Curriculum/Leadership Issues. County Sponsor for Literacy and Numeracy Strategies
- Lead Projects Officer for the Education Development Plan – procurer of provision for EDP priorities through service agreements
- Lead Officer for members' Select Committee for School Performance
- Strategic oversight of the Schools Causing Concern: Intervention & Support Programme (SCCISP)
- Lead Officer for Raising Achievement in Surrey Schools (RASSG) and the 3 Phase Councils Consultative/Policy Groups
- Beacon Schools & Beacon Council Initiatives for best practice dissemination
- Strategic Oversight of Governor Services, the Curriculum & Management Consultancy Service (IAS) and Technology Support for Learning Service (TSL).

1995-1999 Head of the Curriculum & Management Consultancy (CMC) for Surrey County Council

- Leadership of Traded Business Unit with Income generation of £3.9m and management of the AIS contribution/bid to the Standards Fund. Leadership of team of 92 professional consultants, customer service administrators, technical and office service support staff.
- Provide commissioned support and challenge to schools in the key activity areas of school self-review, training and consultancy programmes, publications, OfSTED inspections
- Managed the SLA (£1.9m) with the County team to provide statutory and specified school improvement activities

May 1991–July 1995 Senior Inspector (Leadership Development) Wolverhampton Borough Council

- Leadership & mgt programmes for all levels of managers in schools. Coordination of Governor Training Unit, Appraisal and CPD Units
- HEADLAMP trainer, Training Needs Analysis. Leadership Competencies. OfSTED inspections and cluster of link schools – all 3 phases
- School recovery, Headteacher Appraisal, Nursery & Special Schools Headteachers Groups. Secondary Departmental Reviews.

September 1987 – April 1991 Education Programmes Officer with Bradford Metropolitan Council

- Appraisal Development Co-ordinator and Trainer
- Gender Project Co-ordinator – Equalities Unit for ethnicity and single sex positive action interventions
- National Curriculum Implementation Officer

September 1977 – August 1987

- Range (6) of teaching and senior leadership posts in Secondary and Special school settings in London and Bradford settings

Qualifications

- | | |
|--|---|
| <input type="checkbox"/> Accredited Trainer for Assertiveness Skills | <input type="checkbox"/> 'Lapsed' OfSTED Accredited Inspector (Pri., Sec., SEN) |
| <input type="checkbox"/> Advanced Facilitation & Coaching Skills Certificate | <input type="checkbox"/> LGA Local Partnerships Gateway Reviewer (Probationary) |
| <input type="checkbox"/> B.Ed. Degree (Economics) | <input type="checkbox"/> Performance Management Adviser for Headteachers |
| <input type="checkbox"/> Certificate in Education | <input type="checkbox"/> Provek Project Management – Strategy Modules (APM) |
| <input type="checkbox"/> Certificate in Management Studies (CertMS) | <input type="checkbox"/> Trained Action Learning Set Manager |
| <input type="checkbox"/> Diploma In Education Management (DipMS) | <input type="checkbox"/> Validated C4EO Sector Improvement Practitioner |
| <input type="checkbox"/> Investors In People Assessor and Consultant | |

ADCS Associate Membership