

Anji Phillips *Finding solutions to the challenge*

CURRICULUM VITAE

Personal Profile

With extensive experience in education, spanning teaching and headship to Director of Education and Children's Services, I have had responsibility for, and led, on a broad range of initiatives outlined within this Curriculum Vitae.

As a headteacher I launched the National Curriculum in my school, developing a strong assessment framework to record and monitor attainment and progress. I went on to work across a range of boroughs to promote this model of assessment, including further consultancy with the Institute of Education and the School Curriculum Assessment Authority.

As Inspector for Assessment for the Royal Borough of Kensington and Chelsea, I led assessment teams within the inspectorate service, developing a rigorous training programme and effective data analysis that underpinned the drive for improvement. The process of managing change in school practice to embed national policy led to improved standards of attainment across all key stages over the decade.

As Chief Inspector and then Deputy Director of Education, Libraries and Arts and Director of Schools, I assumed broader responsibility for a range of services. This was recognised in the subsequent Royal Borough of Kensington and Chelsea excellent OFSTED inspection.

As lead officer in the cross-borough Excellence in Cities partnership between the Royal Borough of Kensington and Chelsea and the City of Westminster, I influenced secondary headteachers and senior staff to draft and implement the EiC strategy and drive the school improvement agenda.

As part of my inspectorate role, I developed a robust partnership self-review framework with the Adult College, the Youth Service and schools. This was used as an effective management tool for self-review, leading to improved performance.

Through my roles at Richmond upon Thames, including Chief Education Officer, Director of Education and Leisure Services and Director of Education and Children's Services, I have overseen far-reaching improvements.

Evidence of the key improvements and achievements that I can bring to your organisation are illustrated below:

- In February 2003, the local authority's second OFSTED inspection achieved a Highly Satisfactory judgement less than two years after an Unsatisfactory judgement from OFSTED.
- In December 2007, the Joint Area Review of Children's Services judged services to be Grade 4 - Outstanding.
- In February 2008, Cultural Services, managed within the Children's Services Directorate, also achieved Grade 4 Outstanding in the Council's Corporate Assessment, a significant improvement from a 2 star rating in 2004.

A range of personal citations in key OFSTED inspections and corporate assessments has endorsed my dynamic leadership, strategic vision and drive to successfully implement change.

Most Recent Position

I was appointed as Chief Education Officer for the London Borough of Richmond upon Thames in June 2000 and promoted to Director of Education and Leisure Services in April 2001 following the OFSTED inspection of the LEA. I was further promoted to the role of Director of Children's Services Designate in September 2004, becoming the substantive Director of Education and Children's Services in May 2006.

In that role I successfully led the amalgamation of Education and Leisure Services, enhancing delivery of services to schools and the community. Evidence of key improvements and achievements are reflected in the second OFSTED inspection of the LEA reported in February 2003. The inspection reflected the significant improvements made and the LEA improved from Unsatisfactory overall to Highly Satisfactory in less than two years.

Published in December 2007, the Joint Area Review of Children's Services judged services to be Grade 4 Outstanding.

Published in February 2008, the Cultural Services, managed within the Children's Services Directorate, also achieved Grade 4 Outstanding in the Council's Corporate Assessment, a significant improvement from a 2-star rating in 2004.

The Corporate Performance Assessment provides additional evidence of my effective leadership as a member of the Executive Board and Director of Services within a political context.

Key Achievements and Expertise

- Corporate Performance Assessment outcomes scoring Grade 4 Outstanding for Children's Services and Grade 4 Outstanding for Cultural Services, improving from a failing inspection judgement in 2001.
- Identified as an excellent role model A Grade 4 Outstanding Annual Performance Assessment of Children's Services. *"The Director of Education and Children's Services demonstrates excellent leadership and leads by example"*. OFSTED APA 2007
- All external inspection audits and the Joint Area Review 2007 demonstrated improved indicators and excellent provision for Children with Disabilities and Learning Difficulties and Children Looked After.
- Implementation of a strategy for Independent, Special School, Unit and mainstream provision for Children with SEN. Excellence in the provision for Autistic Spectrum Disorder, leading to the launch of a Secondary Centre of Excellence in September 2006.
- Successful £80m Private Finance Initiative contract to refurbish four schools and build two new schools with three SEN Units, private nursery/childcare and community facilities.
- Development of The People's Network and Customer First to achieve excellent library services.
- A business strategy for the 'Competitive Edge' sports partnership, drawing in lottery funding, private sponsorship and grant funding for sporting excellence. Launch of Competitive Edge Plus, followed by Dramatic Edge and Scientific Edge, all gaining national recognition.
- Development and implementation of an Extended Schools/Children's Centres Strategy to provide flexible services to communities.
- Development and publication of the Equality Standards and Policy, raising the attainment of ethnic minority groups and achieving very good judgements in the Joint Area Review.
- National recognition for excellence as a Pathfinder for Modern Foreign Languages at Key Stage 2, an outstanding Cultural Services Pathfinder for Looked After Children and the Workforce Reform Strategy.
- Excellent Early Years Partnership across the private, voluntary and maintained sectors with effective support for Children with Disabilities and Learning Difficulties.
- Reducing crime and anti-social behaviour by 30% through Community Partnerships and Integrated Youth Support Services in deprived wards.
- Effective performance as an Inspector, Director of Schools and Deputy Director of Education, Arts and Libraries in the Royal Borough of Kensington and Chelsea. Grade 1 in my performance review on the Hay Competency Framework.
- Excellent OFSTED inspection, highlighting Special Educational Needs and School Improvement as Outstanding.
- Leadership of the Excellence In Cities initiative across the secondary sector in two inner London boroughs.
- Successful International Programme for Gifted and Talented pupils in partnership with Brunel University and New York.
- Business mentor programme for headteachers, impacting on the quality of management and leadership, promoting business partnership and work based learning

Additional Relevant Experience

Assessment Trainer – The Institute of London	1985 - 1991
Business Excellence Assessor Trainer	1998 - 1999
Brunel University Partnership Research Programmes to monitor Key Stage 2/ Key Stage 3 progress and develop schools as Centres of Excellence	1996 - 1999
Education and Children’s Services Adviser to Elected Members in the Association of London Government and London Councils	2001 - Present
London Children’s Director Representative on NFER, Government Officer for London Recruitment and Retention Steering Group, London Challenge, Aim Higher, Special Educational Needs London Challenge Strategy, Inspection and Standards, OfSTED task group on CAA	2001 - Present
Member of Richmond upon Thames College Corporation Board	2001 - 2005
Director of South London CONNEXIONS Board/Oasis Trust and Richmond upon Thames Music Trust	2000 - 2006
London-wide Mentor Programme for Chief Education Officers and Children’s Services Directors	2002 - 2006
Investors in People Reviewing Officer and Panel Member – CQL	2004 - 2007

Employment History 1975 – 2008

Employer’s Name and Address	Job Title	From	To
Richmond upon Thames Borough Council Civic Centre 44 York Street Twickenham TW1 3BZ	Director of Education and Leisure Services/ Director Children’s Services Designate	June 2000	September 2004
	Director of Education and Children’s Services	September 2004	May 2006
		May 2006	

Staff Managed: The Children’s Services Directorate of circa 850 fte, excluding school based staff and partnership appointments.

Budget: Revenue £150million. Capital £17million to £50million per annum, including Building Schools for the Future Pathfinder of £30million. Portfolio of contracts ranging from £80 million to £500,000.

Final Salary: £116,000

Employer’s Name and Address	Job Title	From	To
Royal Borough of Kensington and Chelsea The Town Hall Hornton Street LONDON W8 7NX	Deputy Director of Education, Libraries and Arts/Director of Schools	September 1995	June 2000
	Inspector of Cross-Phase Assessment Key Stage 1 – Key Stage 4 Chief Inspector	January 1991	September 1995

Staff Managed: 150 fte excluding school based staff.

Budget: Revenue £60 million. Capital £10-16 million per annum. Broad portfolio of contracts.

Salary: £65,000 plus Performance Related Pay/Health Insurance and lease car.

Employer's Name and Address	Job Title	From	To
Islington	Primary Headteacher	September 1987	January 1991
Islington	Primary Deputy Headteacher	September 1984	January 1987
Inner London Education Authority Camden/Westminster/Tower Hamlets	Teaching Career – Primary and Early Years	September 1975	September 1984
	Including: One year's leave of absence teaching EAL in Greece.	September 1978	September 1979

Education and Professional Qualifications

The Holt Grammar School	1964 - 1971	11 O Levels 4 A Levels
Cardiff College of Education	1971 - 1974	Certificate of Education Advanced Level Drama/English
University of Wales	1974 - 1975	B.Ed First Class Honours Degree
OFSTED Registered Inspector/Team Inspector		1994 - 2000
OFSTED Headlamp Assessor – National Programme		1997 - 2000
CEA Threshold Assessor National Performance Management Programme – Registered		2000 – 2002
Fellow of St Mary's University College		February 2008

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