

**Find your
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Central
Bedfordshire

great
people

**Assistant
Director
SEND and
Inclusion**

**Applicant Pack
for candidates**

Find us online  www.centralbedfordshire.gov.uk/workinghere

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Welcome Letter to applicants

Letter from Sue Harrison, Director of Children's Service, Central Bedfordshire Council

We are proud of our child focused journey here in Central Bedfordshire where we are committed to supporting happy children growing up in strong families and communities. Since being established as a new unitary council in 2009 we have developed strong and well-regarded services, are on a sound financial footing with excellent staff engagement and customer satisfaction ratings. We are in a good place and we're ambitious for our children, who we want to be happy, safe and confident with a strong sense of belonging. Looking to the future, we are now creating a 2050 vision for which will see us being more sustainable, more efficient and delivering better outcomes for our growing communities.



Within Children's Services we have established and embedded a locality structure with integrated Early Help and Social Care teams united in our 'One family, One Plan, One Key Worker' approach. We have developed a strong Early Help offer which has enabled us to maintain stable numbers of looked after children. We are a high performing and stable service with small, well managed teams and excellent relationships with our health and police partners, schools and our voluntary sector.

This is an exciting time for our SEND partnership improvement journey. We have ambitious plans to transform the service, which is set out in our SEND Roadmap, this includes our partnership Written Statement of Action, our School for the Future SEND school place planning and our local authority SEND improvement plan. We are focusing on developing our system to be more inclusive, supporting children with additional needs within school, through developing a 'team around the school' approach. We are also reviewing our Early Help SEND offer, and our support pathways in order to develop further our joined up inclusive culture across local authority, health and school teams.

We will continue to work closely with schools, governing bodies, DfE, Multi Academy Trusts and the Diocese, as we transform our schools towards a 'two tier' system (primary and secondary schools). As part of our journey, we will work with our partners improving inclusion and special educational needs, for children and parents, providing the best and most stimulating environment possible for learning.

We are looking to appoint a new Assistant Director for SEND and Inclusion to join our leadership team and want someone with the same ambition, to join us as we grow from good to great. If you share our ambition and passion for children's futures and have great relationship building skills and an absolute dedication to deliver great outcomes, I very much hope you will be in touch.

We look forward to welcoming you to Central Bedfordshire - It is a great place to live and work.

A handwritten signature in black ink that reads "Sue Harrison".

Sue Harrison

Director for Children's Services

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About The Council

Our history

Central Bedfordshire Council is a relatively young organisation. It was created in 2009, following a highly contentious and hotly contested local government review process.

The major protagonists in this “battle” were the former County Council and Bedford Borough. However, the district Councils that previously served Central Bedfordshire (Mid Beds District Council and South Beds District Council) were inevitably caught up in the arguments about efficiency, effectiveness and justification.

This context meant that the newly created unitary was characterised by a sense of winners and losers, which was not conducive to positive staff engagement.

Quite apart from the logistical challenges of migrating 2,500 staff to a brand new organisation with completely new systems and processes, there were profound performance and resourcing challenges to be addressed.

The scale of the challenge that Members and Chief Officers were facing became even more daunting following the election of the Coalition Government in 2010, the introduction of austerity measures and their consequences for local government funding.

And yet, this was a Council that was both optimistic and ambitious.



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Driving change

Phase One -creating stability:

During 2009, a new leadership team was established, under the direction of Richard Carr.

This team's initial priorities were to stabilise systems and processes – in order to enable service improvement.

Budgets also had to be dramatically revised to ensure financial viability.

It was also during this early phase that the Council developed its organisational values, which have governed how it has implemented [Central Bedfordshire](#) change from the outset.

Phase Two - a new vision:

By the time of the 2011 election, the Council had established itself and was in a position to map out a more ambitious plan.

The election of a new Leader, James Jamieson, prompted the articulation of the Council's vision to unlock the area's potential as a great place to live and work.

This goal was embedded within the Council's brand so that both customers and staff were clear about Central Bedfordshire's commitment to great service, great value, great journeys and great lifestyles.

Supporting our high-level vision were a series of strategic priorities, which have been developed and refined in our current five year plan.

Our five year plan priorities are to:

- Enhance Central Bedfordshire
- Deliver great resident services
- Improve education and skills
- Protect the vulnerable and improve wellbeing
- Create stronger communities
- Become an ever more efficient and responsive Council.

The plan and the priorities have been used to drive our financial strategy (Medium Term Financial Plan) and have become embedded in a rigorous performance management regime, with specific programmes of activity and indicators of progress being subjected to regular review and scrutiny. Collectively, these measures have underpinned the Council's improvement journey.

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Where we are today

The Council has come a long way over the past eight years.

Our latest market research suggests that customer satisfaction has doubled since the Council was created with 70% of residents suggesting they are satisfied with the way the Council runs things, compared to 35% in 2009 and a national average of 68%. Satisfaction with value for money has also more than doubled and 49% of residents are positive advocates now, compared to just 11% in our baseline research.

We have achieved a sustainable financial position, having delivered savings of £104m since we came into existence and with a robust plan to maintain our financial stability in the years to come.

We have an ambitious capital programme with a plan to invest up to £284m over the four years from 2016/17 to deliver some key infrastructure projects including roads, school buildings, leisure facilities and much more.

Performance in key services has increased dramatically. Improvement has been particularly evident in our services for vulnerable adults and children. Having inherited Children's Services that were operating with unsafe thresholds for intervention, we have taken radical improvement actions and are rated overall by Ofsted as "good".

We have had a drive to develop our workforce, meaning that we've reduced the proportion of agency staff by 25%. We've also increased our in-house foster care placements by 19% and, through a positive emphasis on early intervention, we have reduced the number of children on protection plans by 44% and bucked the national trend on number of looked after children. These are reducing rather than increasing in Central Bedfordshire.

Our ambition is to see happy children living in Central Bedfordshire and in order to deliver this vision the Council is continuing to invest in early help services to manage demand for statutory services. At the same time as managing demand we have embarked on an ambitious system-wide transformation programme which delivers multi-agency working in localities, and a 'one family, one plan, one key worker' approach to working with our families.

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Central Bedfordshire

Vision and Values

**“A great place
to live and
work”**

Our Vision

Our vision for Central Bedfordshire is to be:

Our Values

We have developed the organisation’s values which have governed how it has implemented [Central Bedfordshire](#) change from the outset and which still hold true today. These values are:

- [Respect and empowerment](#) – we treat people as individuals who matter to us
- [Stewardship and efficiency](#) – we make the best use of the resources available to us
- [Results focused](#) – we focus on delivering outcomes that make a tangible difference to people’s lives
- [Collaborative](#) – we work closely with colleagues, partners and customers to deliver these outcomes.

Our Vision for Central Bedfordshire 2050

Roll forward to today and under the leadership of a newly appointed Chief Executive, Marcel Coiffat, we now have an emerging, challenging and ambitious vision for Central Bedfordshire focussing on four key outcomes:



**We have a
prosperous
and innovative
economy**



**We live in thriving
communities**



**We have the best
quality of life**



**We live in a
unique and special
environment**

Want to know more? See our dedicated [Central Bedfordshire 2050](#) website.

CENTRAL BEDFORDSHIRE
2050
A GREAT PLACE TO LIVE AND WORK

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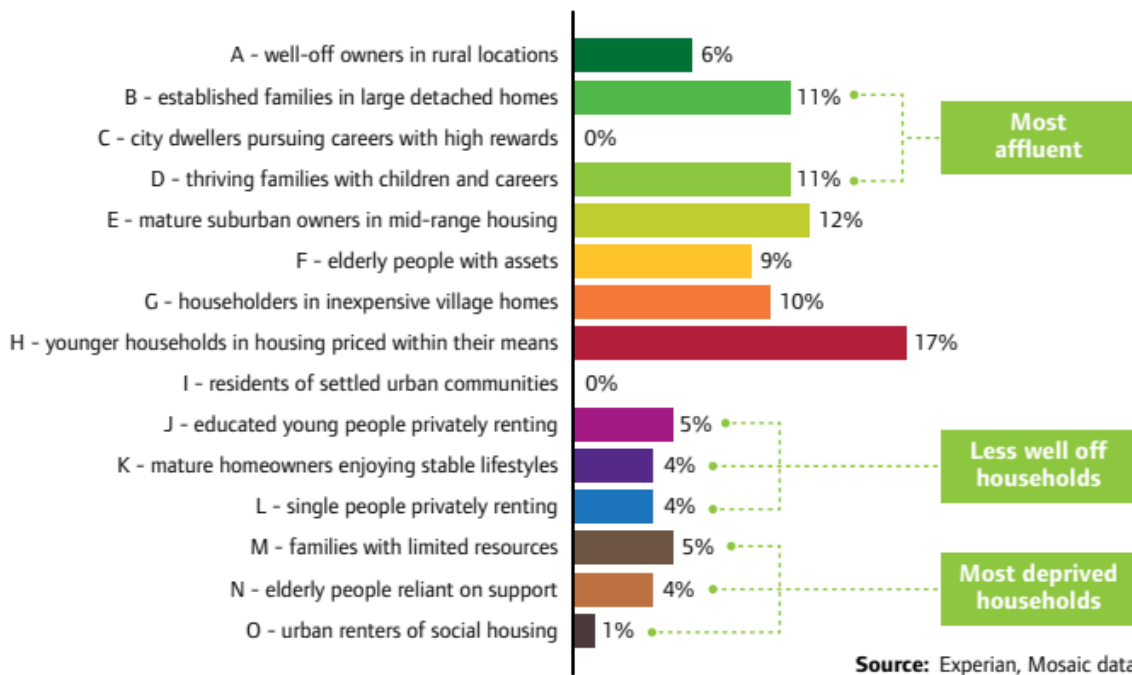
About Central Bedfordshire

Central Bedfordshire is a great place to live and work. This is our promise and priority. It's why we're enhancing our communities, while retaining the character of our area.

As part of this, we're continuing to deliver great residents' services and improve the education and skills of our people. And we're protecting the vulnerable through more effective social care, while promoting wellbeing to all of our residents so they can live healthy and happy lives. It's why we always look to get the best value for money, allowing us to become an efficient and responsive council.

We're a largely rural area with over half the population living in the countryside and the rest in a number of market towns. The area is generally prosperous, with above average levels of employment. However, there are pockets of deprivation and greater need in some areas (particularly in Houghton Regis and parts of Sandy).

Central Bedfordshire residential demographic



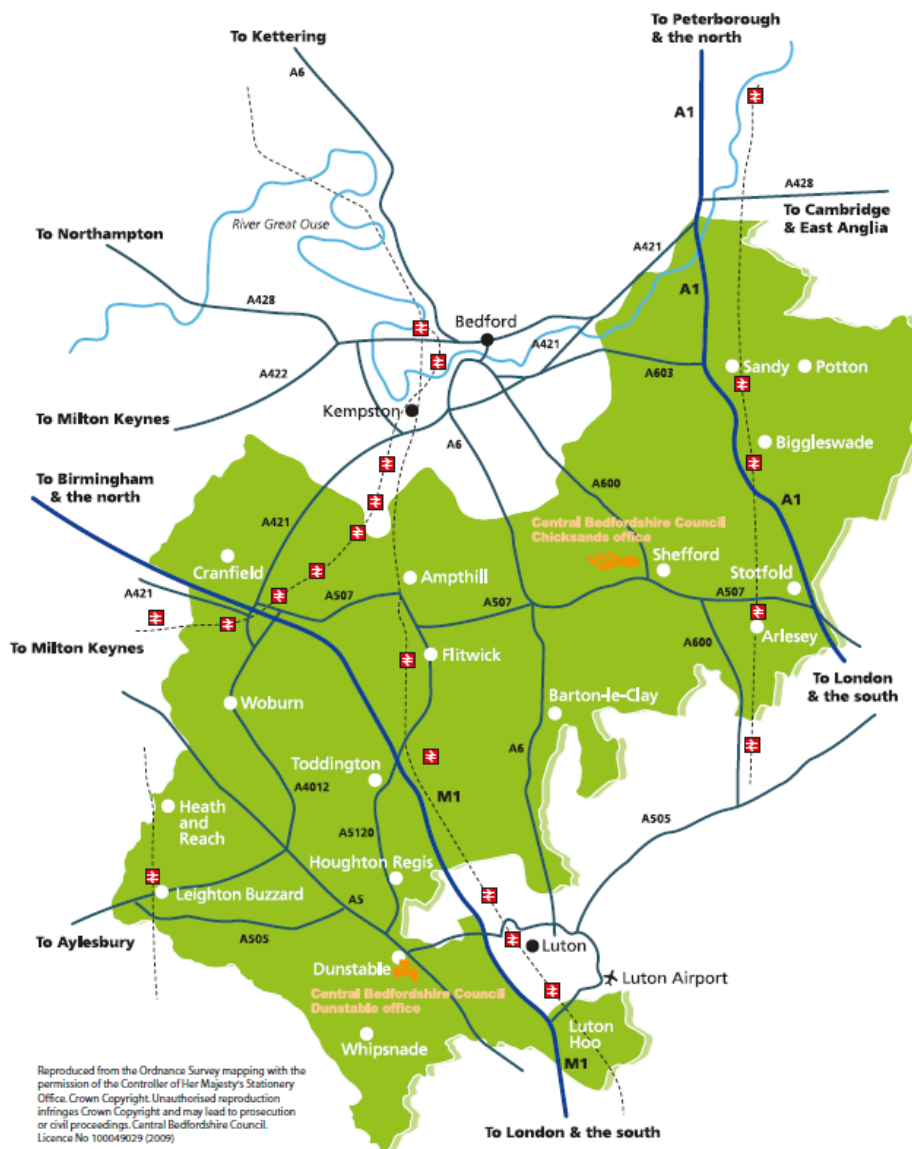
The Chiltern Hills, an area of outstanding natural beauty, form a major feature in the south west, the Greensand Ridge runs eastwards through the area, and the Forest of Marston Vale provides over 30 square miles of woodlands in the north west. There are also more than 30 sites of special scientific interest, as well as three national and 11 local nature reserves.

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The area has excellent transport links with the A1 and M1 running through it, three main rail lines and two international airports, Luton and Stansted, on our doorstep. Our strategic location provides us with great opportunities. We are not only close to London, but our position between the key locations of Oxford and Cambridge means we are well-placed to maximise the local potential of regional and national ambitions for growth in the east-west corridor. We're actively involved with partners across the region in pursuit of these.

We're also in the centre of an academic 'golden triangle' between Oxford, Cambridge and London Universities and also benefits from its own academic institutions at Cranfield University, the University of Bedfordshire and other further education colleges.



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Role Profile

AD SEND & Inclusion

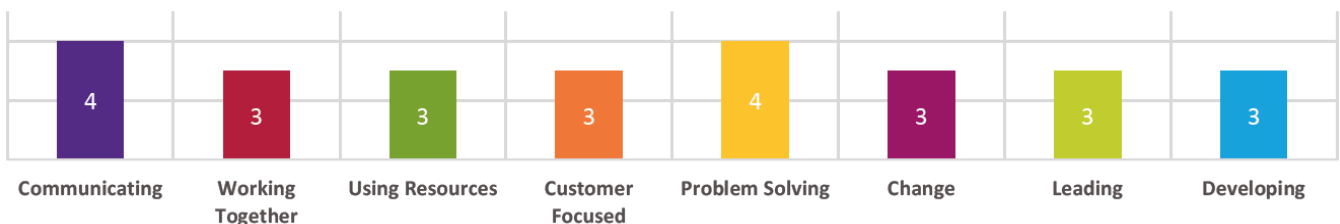
Role/s	Assistant Director SEND & Inclusion	Date Prepared	October 2020
Your Team			
<ul style="list-style-type: none"> You will be managing a team of circa 150 staff. Children's Services senior leadership team delivers the vision for the Council that meets the needs of our children and young people across Central Bedfordshire. 			
Your Customers			
<ul style="list-style-type: none"> Families, young people and children Education settings Staff within the Council Elected Member Third party providers, suppliers and partners Government agencies and departments 			
Your Role			
<ul style="list-style-type: none"> You will provide strategic leadership for the delivery of services for our children, young people, education settings and professionals with regards to SEND and inclusive support services. Develop and lead on the delivery of relevant SEND and inclusion strategies that support our Schools for the Future programme Working with senior leadership teams across our education settings, partners and the Council with accountability for embedding key service improvements Overview of the delivery of the High Needs Budget Delivery of the commissioning SEND services with our partners. To deliver improved partnership working at a senior level and across our teams 			
Health and Safety			
Visual display - regular use.			
Work Pattern		Work-Related Travel	
<ul style="list-style-type: none"> Standard Monday to Friday with flexibility subject to business needs. 		<ul style="list-style-type: none"> Limited 	

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Family Profile

Job Family	Managing	Grade	CBG19	Prepared	April 2019
Family definition	You manage a group of services and are accountable for managing budgets, resources and people. You influence the shape and direction of outcomes and services. Your inclusion in this family is based on your management and leadership irrespective of your technical background.				
Key outcomes and accountabilities					
<ul style="list-style-type: none"> Strategies and plans that deliver customer focused, improved and high quality outcomes are developed and implemented in line with the Council's plans, vision and legal requirements Professional advice and guidance on the Council's responsibilities relating to services are delivered Quality decisions are made on a broad range of highly complex matters The Council's managed services/ external services are delivered in line with agreed Service Level Agreements by approving and reviewing major contracts, provisions and commissioned services Continued service improvement is strived for by identifying and exploring opportunities, generating income and the delivery of service efficiencies Accountable for the delivery and outcomes of the service's agreed and communicated strategies/ plans, ensuring they meet legal requirements Organisational performance targets are shaped and achieved High quality, value for money outcomes are consistently achieved by managing sizeable resources and budgets. This may include income generation and/or delivering efficiencies Best value services are achieved and the Council's priorities and objectives delivered by working collaboratively Deputise for Director where required Delivers outcomes on a variety of services through strategic leadership and managing a range of people and resources. 					
Minimum qualification level or equivalent relevant experience			Level 6 - Graduate		
Competency skyline					



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Competencies for this role

Communicating - Level 4	
<p>Effective communication is about dialogue which builds mutual understanding and respect. Sharing and receiving information through language and channels that work</p>	<ul style="list-style-type: none"> ● Promotes a culture of open, honest and consistent communication ● Communicates the strategic plan, vision and direction effectively ● Advises and supports senior stakeholders effectively, building credibility with them ● Displays personal impact and persuasiveness to positively influence others
Working Together - Level 3	
<p>Working together to share information appropriately in order to build well connected, supportive, professional relationships both internally and externally to improve the service we deliver</p>	<ul style="list-style-type: none"> ● Consistently identifies key stakeholders with whom to share relevant information ● Promotes the values of team working and communication ● Takes a lead on forming joint working arrangements ● Shares knowledge, expertise and best practice with others ● Actively expands and sustains a collaborative network to meet service goal ● Works pro-actively with partners to achieve common goals
Using Resources - Level 3	
<p>This involves the effective, efficient & innovative use of resources which could include the use of people, time, information, equipment, materials, systems, processes and money</p>	<ul style="list-style-type: none"> ● Creates an environment in which financial and management information is widely understood and used effectively ● Assesses forecasts ensuring the information is accurate and evidence based. ● Applies modelling options to support development of plans ● Anticipates resource implications and actively manages the response to achieve best return on investment ● Ensures resources are used flexibly across service areas
Customer Focused - Level 3	
<p>Putting customers at the heart of what we do means understanding who they are, what they need or want and responding to this proactively</p>	<ul style="list-style-type: none"> ● Provides personalised ways of supporting customers facing difficult situations. ● Demonstrates compassion and professionalism when dealing with customers in challenging situations ● Supports customers to manage their own risks and circumstances to deliver positive outcomes ● Shows resilience when dealing with difficult and sensitive circumstances or information ● Seeks and applies customer feedback to improve performance

/continued

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Competencies for this role

Problem Solving - Level 4	
Recognising a difficulty or complication, gathering and analysing all appropriate information, and then making an evidence-based decision to implement the most appropriate solution	<ul style="list-style-type: none"> ● Uses complex data and information to measure and drive performance ● Undertakes high level analysis to develop corporate strategies ● Creates 'what if' scenarios to identify potential problems, risks and opportunities ● Thinks through the impact of strategic decisions on other service areas ● Considers risks, impacts and critical factors for success ● Encourages people to experiment and solve problems ● Ensures that strategic decisions are informed by the latest thinking and practice
Change - Level 3	
Having a positive attitude to change and the ability to identify opportunities to improve performance. Planning for, adapting to and working with change.	<ul style="list-style-type: none"> ● Develops good practice by benchmarking and researching against other services and sectors ● Develops a clear vision for change and regularly communicates this to everyone affected ● Seeks fresh ideas and ways of working to deliver continual improvement ● Maximises the use of technology to create and deliver change ● Champions innovation and a culture of professional curiosity within the organisation
Leading - Level 3	
Setting or supporting the achievement of goals linked to the organisational priorities	<ul style="list-style-type: none"> ● Develops strategy and priorities based on the bigger picture ● Provides strategic leadership, engaging locally, regionally and nationally to positively influence developments that affect our work ● Demonstrates a genuine passion and commitment to making it happen ● Inspires others, creating a compelling vision that instils commitment and enthusiasm in them ● Provides clear direction to teams across service areas to achieve maximum service impact
Developing - Level 3	
Maintaining your own personal and professional expertise and being open to learning to continually improve. Supporting others to develop and learn by taking time to work with them to continually improve.	<ul style="list-style-type: none"> ● Promotes and supports development opportunities throughout the organisation. ● Creates an environment where critical reflection and development are valued and supported ● Fosters a strong culture of continuous learning and knowledge sharing ● Champions the importance of people, talent management and development ● Focuses on workforce development needed to deliver workforce plans

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Selection Process

Closing date and time for applications: Friday 11 December 2020, 10:00 a.m.

If selected:

- **Stakeholder and Young People's Panels** (virtual process): Wednesday 16 December 2020
- **Numerical and verbal reasoning tests** to be completed: by Wednesday 16 December 2020
- **Final Interviews:** Thursday 17 December 2020

For a confidential discussion please speak to:

Dawn Faulkner

Partner, Faerfield Limited

Tel: 0121 312 3755

Email: dfaulkner@faerfield.co.uk

TO APPLY FOR THIS ROLE, PLEASE CLICK [HERE](#)

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Further Information

Central Bedfordshire Council [Website](#)

The Council's local offer for [SEND](#)

The Council's Specialist Service for [children with disabilities](#)

Central Bedfordshire [Corporate Peer Challenge](#) - May 2017

The Council's [Five Year Plan](#) for Central Bedfordshire

The Council's [2050 Vision](#) for Central Bedfordshire, and [creating a vision](#) for Central Bedfordshire

[Working for Central Bedfordshire Council](#)

[Working and Living](#) in Central Bedfordshire

Central Bedfordshire - the [third best place to live](#) in the UK

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