

Buckinghamshire Council

Post Title: Service Director Education & Inclusion

Job Summary

Job Purpose

To provide strategic leadership and direction, operational management and financial control for the Education service areas.

To be accountable for the performance of the Education service area and the delivery of high quality strategic aims. Support the Corporate Director for Children's Services to deliver the desired culture and aims of the Council. To ensure a focus on the most vulnerable children in education promoting an inclusive system.

Be an active member of the Children's Services senior leadership team with collective responsibility for the managerial leadership of the function, encouraging a culture which promotes the values and behaviours of the council.

Drive transformational change across the children's system in order to achieve excellent member, customer and partner relationships while delivering cost effective, high quality services that improve outcomes for children and young people.

Generic Responsibilities

- To embed a child focussed culture, ensuring that employees and partners keep the child's needs at the forefront of what they do. Act as a role model for engaging and empowering children, especially those with additional needs, ensuring that their voice is always heard and informs the way we work.
- To work with members and build cross-partner alignment across the County and beyond, using well developed interpersonal skills to create strong, positive working relationships. Help create joined-up solutions and collective commitment across partners by demonstrating the benefits of working together. Manage relationships with partners for the long term – sharing information, building trust constructively and openly tackling conflict to find mutually beneficial solutions.
- Stay abreast of new trends, legislation, best practice, demographic and other external factors and use this understanding to pre-empt issues, identify opportunities or develop innovative solutions.
- Challenge the status quo and existing performance levels, constantly questioning how things can be done better. Remain focussed on outcomes. Set challenging goals that focus on step change improvements.
- Manage a budget, delivering against financial responsibilities and adhering to financial regulations. Develop and maintain a future-focussed workforce plan. Demonstrate a commercial focus, identifying opportunities to reduce cost and create income generation opportunities.

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- Make best use of resources, analyse outcomes and benefits against costs and risks when planning and making decisions. Make decisions in a timely manner and take personal responsibility for those decisions. Take initiative and clear ownership of issues.
- Proactively build an environment which values staff creativity and innovation. Take time to get to know others and their perspectives, and value diversity of skills, background and knowledge. Take a consultative approach and remain open to ideas or input from different sources.
- Act with integrity. To be open, honest and consistent, role modelling a high performing, supportive culture. Drive the Council's values and vision internally and externally and be an ambassador of the Council at all times.
- Take action to address talent gaps and ensure the service has the skills, knowledge and behaviours it needs. Establishes systems to ensure that future organisational development needs are assessed and met on an ongoing basis. Actively raise and tackle performance issues promptly and constructively. Systematically coach, mentor and develop others to achieve their potential. Seek to ensure the motivation and wellbeing of the workforce.
- Champion individual and collective learning and development opportunities, enriching the development of the workforce to maximise engagement and productivity. Publicly invest time in learning and development activities.
- To be part of the Incident Management and / or Crisis Management structure in the event of an incident or emergency, including participating in out of hours arrangements”
- To ensure that the Service is trained and able to respond to emergencies in the community in line with the Civil Contingencies Policy and to ensure that the Service has adequate Business Continuity Management (BCM) arrangements in place in line with the Civil Contingencies Policy.
- The post holder must carry out their duties with full regard to the Constitution and all of the Council's policies and procedures.
- Take an active role in emergency response/business continuity planning and implementation, which may include out of hours working.

Role Specific Responsibilities

- Lead, develop, advocate for and promote the highest possible educational outcome for all children, young people and residents of Buckinghamshire, especially those with additional needs.
- Lead the development and implementation of strategies to promote, maintain and further improve the high standards of education, the quality of teaching in all settings and the skills, attainment and progress of all children and young people in Buckinghamshire.
- Lead and develop strategic partnerships working closely and collaboratively with related Council services and external agencies to secure the best outcomes for children and young people in all areas, especially health and safeguarding.
- Be the lead advisor to Members, the Chief Executive and the Corporate Director Children's Services on the development of local education policy and the implementation of national education policy.
- Be a key member of the Children's Services Management Team and contribute to the decision making around how health, early years, education, Children's Social Care, Youth services and

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Adults services work most effectively together to promote the delivery of co-ordinated services for children and families.

- Responsible for Early Years, SEND, School Place planning, School Admissions, School Improvement, the Virtual School and Adult Learning.
- Lead and develop successful partnerships between schools, governors and the local authority.
- Lead the drive across all schools and settings for improved standards, especially where there are unequal outcomes for identified pupil groups to close the attainment gap across all key stages and especially those within the Opportunity Bucks wards.
- To provide specialist advice to and meet regularly with the Corporate Director Children's Services. Meet regularly with and provide advice to the Councils political leadership and the Lead Members for Children's Services.
- Lead and champion the interests of children, young people and families, especially vulnerable children and young people across all related education services and settings.
- Lead and develop strategies to achieve educational excellence for all children and young people in partnership with local schools and settings.
- Ensure a sufficient supply of high quality school places across all settings, coordinate fair admissions and ensure alternative provision is of the highest quality.
- Ensure effective delivery of any commissioned services.
- Ensure that robust systems are in place for successful policy development, effective performance management, construction support, and challenge the quality of schools, early year settings, post 16 providers and adult learning.
- Responsible for day to day operational decision making for the management of the service and its budget. Will contribute to policy formulation at a strategic level and support Cabinet Members.
- Ensure that all services meet the requirements of Inspection.
- Ensure that all statutory functions within the Learning and Prevention service area are met.
- Lead the development of the Special Educational Needs policies and plan their implementation.
- Promote and Safeguard the welfare of children and young vulnerable people that you are responsible for or come into contact with.
- Direct, protect and control the Councils reputation and organisation brand through effective communications.
- Drive the Council's values and vision internally and externally, acting as an Ambassador of the Council at all times.
- Undertake additional or other duties as may be appropriate to achieve the objectives of the post and as directed and deemed appropriate by the Corporate Director Children's Services.
- Drive the Council's values and vision internally and externally, acting as an Ambassador of the Council at all times.
- Visible leader across the directorate, schools and with partners.
- Chair Opportunity Bucks Education and Engagement sub-group.
- Chair the Complex Needs Panel ensuring appropriate funding decisions are made for children across Education, Health and Social Care.

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Essential Qualifications

- Relevant degree and Post-Graduate qualification and relevant significant experience of working in an education environment, which demonstrates a detailed knowledge of improvement or leadership, including inclusive learning, narrowing the attainment gap, school improvement and educational legislative requirements.
- Evidence of work-related continuing managerial and professional development, which demonstrates a broader knowledge of children's services, public service management or child development for example.
- Leadership and management qualification/experience.

Knowledge & Experience

- Substantial experience of leading and managing an Education service in a large local authority, including leading through inspection.
- Proven track record of successfully developing and delivering an effective assurance and governance function.
- Extensive and comprehensive knowledge and understanding of the national policy context, regulatory environment, financial legislation and major issues facing the functional area.
- Proven track record of effectively managing significant budgets and ensuring the delivery of services within agreed resources.
- Proven ability to deliver effective performance management within own service and understanding of the performance management process in partnership arrangements.
- Understanding of appropriate professional standards and how these can be achieved.
- Authority and credibility to work effectively in a political environment and establish positive and productive relationships with stakeholders.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively and persuasively to a wide range of audiences both horizontally and vertically throughout the organisation.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Members on complex issues providing clear advice on policy decisions.
- Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively.
- Proven track record of operating strategically on corporate projects and policy development.
- Proven track record of accountability for and success in delivering major organisational change.
- Proven leadership ability, with evidence of developing a multi - disciplinary team approach, managing staff, setting direction, inspiring confidence, encouraging, motivating and influencing others.
- A successful track record in corporate performance management and participation in the formulation of corporate objectives, policies and strategies.
- Proven ability to think innovatively and conceptually and deliver against this.
- Evidence of enthusiasm, drive, commitment and energy demonstrated in achieving goals.
- Resilient and positive in spite of setbacks.
- Demonstrates behaviours which model the Council's values.

Essential Personal Attributes

- A high degree of political awareness and sensitivity, and commitment to working closely with all councillors, local organisations and communities.
- Highly developed diplomatic skills, particularly in motivating, negotiating and persuading others outside the span of control, including partner organisations.
- A collaborative personal style, highly effective interpersonal skills including strong emotional intelligence; and highly effective presentational skills.
- Is open and honest in their approach, transparent with others about what is possible, quickly establishing credibility and gaining the trust and respect of others.
- Actively shares knowledge and expertise with others and respects others own knowledge and expertise.
- Responds constructively to ambiguity, change, obstacles and challenges.
- The ability to think creatively and innovatively in developing, recommending and leading strategic initiatives and policies to assist in the achievement of organisational goals.
- Innovative and creative approach to change and acts as a role model for change.
- Looks for ways technology can be harnessed to improve services and embraces new technology, anticipating and adopting innovations in business and technology applications.
- Looks widely and broadly across sectors for new ideas and initiatives and creates an environment where creative ideas can be shared and acted upon.
- Networks effectively in the local government environment, including a willingness to lead regional groups.
- Negotiates and mediates effectively with others.
- Observes the situation from the perspective of the other parties involved.
- Exhibits high emotional intelligence with the ability to read others emotions and agendas respecting differences and challenges.
- Articulates a positive, compelling vision and sense of core purpose with the ability to develop vision into actions that deliver the desired outcomes.
- Facilitates a culture where information is analysed and evaluated, making reasoned and balanced judgements from critically evaluated information.
- Supports others through coaching, mentoring and sharing learning and provides opportunities to develop new skills; facilitating an environment in which others can thrive
- Makes prompt decisions, weighting up pros and cons and is confident in taking managed risks.
- The ability to work corporately and manage resources effectively in a complex environment, including the ability to interpret and understand complex financial and budgetary information, and to negotiate and influence to direct resources.
- Model and uphold the values and behaviours of the Council at all times.
- Ability to work under pressure and to motivate others to work quickly, without undue stress, and demonstrate a duty of care.
- Personal integrity.
- Drive and self-motivation; a 'can-do' attitude.
- Positive, committed, adaptable, robust and confident approach.

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Contacts

1. Members, the Chief Executive, Corporate Directors, Service Directors and equivalent levels in external bodies, private sector and partner organisations in order to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.
2. Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.
3. Direct line management of service areas:
 - Early years
 - SEND & Inclusion
 - School placement planning
 - School admissions
 - School improvement
 - Virtual school
 - Adult learning

Planning and Decisions

- Breadth of vision, strategic, innovative and ground breaking problem solving involves thinking within a general framework of political direction in situations where there are often aspects which are ambiguous, intangible or unstructured.
- A significant degree of self-sufficient evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors.
- Direction setting, planning and prioritisation is over 10+ years to ensure the Council achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political, commercial and regulatory environment.
- Make decisions, based on broad organisational policies and objectives.
- The role requires a “one council” approach to cost effective, customer focused and commercial service delivery.
- The jobholder will often need to define the problem before researching and developing solutions.
- Actively manages business risks.

Accountable

- Scope of impact includes delivery of the whole Council’s strategic objectives.
- Accountable for performance, budget and outcome delivery across the Education service areas. Prime budget responsibility for a budget of £200m.

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The above job summary is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This job summary will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.

Attachments/Links

- Challenge Handbook



Challenge
Handbook Final for

- The Buckinghamshire Special Educational Needs and Disabilities (SEND) Education Sufficiency Strategy



Bucks SEND
Education Sufficiency

- Education Strategy



Education Strategy
2022 (2).pdf