

Role Profile

Role Title: Group Head - Education, Learning and Inclusion

Service Group: Children's Services

Accountable to: Director of Children's Services

Grade: O

JE Code JE1950

Competency Level: 4

Date: May 2019

Purpose of Job

- Managing discrete complex operational or functional areas, coordinating and integrating a number of sub-functions which are unlikely to be identical but generally would be pushing in the same direction. Proactively contribute to the directorate's strategic approach to improvement and develop policy in the relevant service or functional area, liaising effectively with senior internal and external stakeholders. With a particular focus on planning and implementation of strategy over a one to two year term and on ensuring delivery of targets and standards.
- To drive educational partnerships that benefit children and provide support and challenge to educational providers and settings to ensure high quality inclusive education is available for all children and young people.
- To deliver the statutory functions of the local authority, including the provision of sufficient good quality educational places, school effectiveness, admissions and transport, SEND, Youth and Community Services (including Libraries, Adult Learning and Youth Offending Team)
- To contribute to collective leadership of the council working collaboratively across the organisation and with partners and stakeholders to support delivery of great services to residents, communities, children and young people

Key objectives

1	Deliver statutory functions of the local authority in relation to educational organisation and place planning and commissioning including maintained nurseries, mainstream schools, specialist provision, post 16/FE, school opening and closure, statutory returns and cultural services premises
2	Manage a capital programme to deliver places for children within the available resources and in order to match provision with demand in order to create a sustainable education system
3	Develop strong relationships with education providers and system leaders to support improvement of outcomes for children and young people and drive high quality inclusive education that enables children to live, learn and grow up locally
4	Deliver statutory functions of the local authority in relation to admission and transport for both mainstream pupils and SEND including under-pinning policy development and approval
5	Operate a robust and evidenced gateway to resources in relation to SEN placements and packages of support aligned with family resilience and looked after children and care leaver

	services
6	Development of a funding model to support banding and commissioning of specialist provision (including residential places), driving up occupancy and inclusion in mainstream provision, reducing reliance on NMI placements and provision and supporting delivery of a sustainable SEN system
7	Provide challenge and support to educational providers to ensure educational effectiveness, improvement and inclusion, reducing the progress and attainment gaps for vulnerable learners and reducing exclusion of pupils
8	Develop and support the school led system of school improvement and local education partnerships approach in conjunction with educational leaders
9	Lead and manage alternative provision to provide system wide support for inclusion
10	Lead on all age learning and inclusion including development of Community Services including Adult Learning, Libraries, Youth Services, Children's Centres and Youth Offending Service
11	Lead school relationship management and provide area support through a fully traded service, investigate Ofsted notifications and complaints to facilitate safeguarding and systemic learning
12	Undertake robust residential school/NMI monitoring to ensure children are safeguarded and achieving their planned outcomes through the delivery of high quality education in these settings
13	Work closely with senior management across the Council to provide operational leadership across Children's Services to ensure delivery of statutory and non-statutory responsibilities and continuous improvement
14	Contribute to the operational management and strategic development of the service as a member of the services management team to improve the performance and quality of services
15	Manage efficient responses to service and school inspections, legislative changes and national policy developments to support improvement utilising national and international outstanding practice to drive improvement
16	Manage efficient and timely reporting of key areas of operational delivery and performance indicators, and report to elected councillors and committees as and when required
17	Develop, lead and manage specialist teams providing a range of educational services through a quadrant management structure, ensuring children can go to school locally, stay in school and succeed in school

Scope

This is a key strategic role supporting the Director of Children's Services and accountable for a broad range of both statutory and non-statutory duties of the Director of Children's Services.

1. Work collaboratively with the Director of Children's Services and Senior Officers to develop the strategic approach to service delivery and business improvement to deliver the council's priorities.
2. Make a significant contribution to the development of policy in the relevant service or functional area to support continuous improvement and meet quality and legislative requirements.
3. Lead on developing and managing key strategic initiatives or programmes of work working collaboratively internally and externally to deliver key council priorities.
4. Plan, organise and manage a complex operational or functional area through managing teams to deliver a professional service within the overall business plan.

5. Provide professional leadership to the team/s and/or colleagues, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.
6. Role model the council's behaviours and leadership expectations, and ensure that all approaches and outcomes are consistent with organisational and public service values.
7. Champion and manage transformational change and embed new ways of working to ensure high quality service delivery and value for money.
8. Work collaboratively internally and externally to ensure that issues are effectively managed and foster partnership working to promote sustainable service improvements and generate efficiencies.
9. Maintain effective budgetary control, while ensuring legal, regulatory and policy compliance within area of responsibility and that effective systems operate to manage performance and risk.
10. Work inclusively with a diverse range of stakeholders and provide leadership on equality issues to promote equality of opportunity.

People

Direct Reports: 3 Heads of Service

Approximate numbers across the service area: ??

The role has significant scope and a diverse wide range of internal and external stakeholders at a local and national level.

Financial

Approximate numbers across the service area: ??

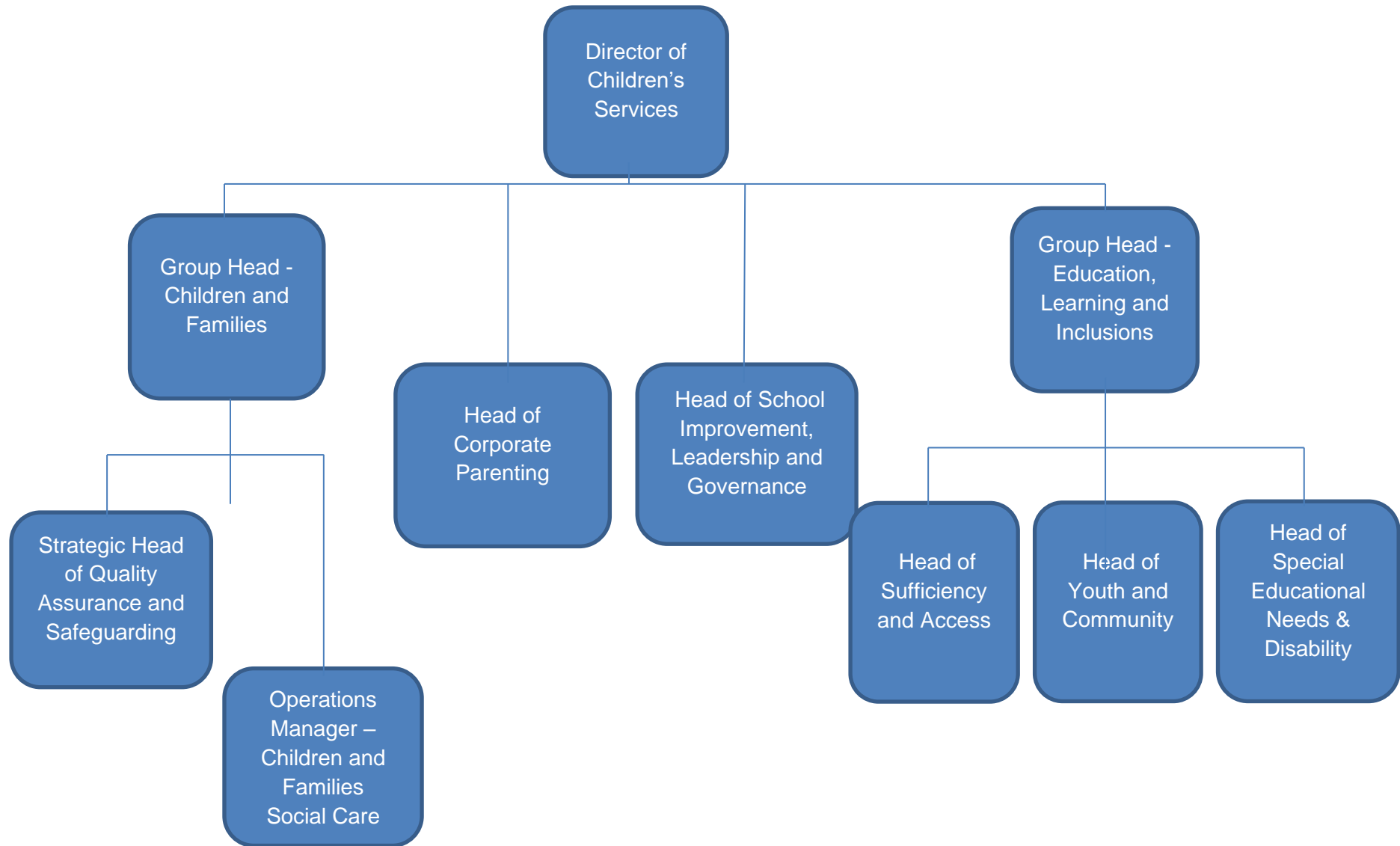
Direct budget with sole responsibility for approximately £?m, of which approximately £?m would be staff costs.

Work Profile

1. To be accountable to the Director of Children's Services and the Lead Member for Children's Services for the effective delivery of all aspects of service delivery ensuring the very highest professional practice, providing expert, trusted advice and guidance to colleagues and modelling appropriate behaviours.
2. To be responsible for providing strategic expert advice to the Director of Children's Services and the Lead Member for Children's Services with regard to the how best to shape and influence the future in a way which meets the council's duties in relation to Sufficiency, Youth and Community and SEND but also maximises value for money, maintains high quality relations with partners, minimises political risk and maximises outcomes for children
3. To challenge and support schools to ensure that children are able to access appropriate, full time education, taking full accountability for directing schools to admit if required and asking the Secretary of State direct admission to academies if appropriate whilst maintaining high quality relationships with all parties

4. To be responsible for the strategic oversight for procurement, including robust contract management and compliance, challenging the local market on quality and cost, encouraging competition in the marketplace, and taking appropriate and timely steps where there is any risk to a child using the service. Establish and maintain effective working arrangements with partners and stakeholders.
5. As part of the Children's Services Senior Management Team contribute to the strategic leadership, deputising for the Director of Children's Services in areas of own responsibility and on relevant strategic developments.
6. To represent the Director of Children's Services in the role of the council within the Milton Keynes Behaviour Partnership, ensuring that suitable and sufficient alternative education is commissioned, that the provider is held to account in delivering suitable, full time education for children and that children are appropriately reintegrated into mainstream education.
7. To ensure that in the context of a growing and increasingly diverse population that there is sufficient high quality educational provision within Milton Keynes for all children and young people, securing additional funding and resources where possible and appropriate, in partnership with the Schools Forum ensuring that revenue funding is used appropriately across the sectors and provision type.
8. To actively promote and enable collaboration and build strong professional relationships within and across service groups and with partners, including commercial organisations.
9. To have strategic oversight of the recruitment activity across services within the areas of responsibility.
10. To set high expectations and support and challenge all relevant staff to continuously develop and improve through effective performance management in line with the council's agreed framework.
11. To exercise robust risk management, taking full account of the council's agreed procedures such as GRACE (Risk Management System).
12. To take a leading responsibility in business planning and financial management so that resources are deployed effectively as possible.
13. To ensure that appropriate health and safety policy and procedures are adhered to.
14. To build an effective customer focus in line with the council's public access strategy, and ensure the views and feedback from children and families is used to improve services.
15. To implement the Council's equalities policies and in particular, to understand the implications of equalities policies in the context of children, young people and families.
16. To undertake any duties of a similar nature commensurate with the grade as may be required from time to time.

Job Context - Children's Services Senior Leadership Team



PERSON SPECIFICATION

In this section the Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out. The extent, nature and level of the role holder's knowledge and skills should be specified

Awareness Some knowledge or skills sufficient to show aptitude and the ability to learn in the particular work area

Significant Knowledge and skills gained through practice and/or qualification sufficient to fulfil the role requirements

Extensive Knowledge and skills gained through practice and/or qualification to fulfil the role requirements and contribute to training others and developing policy and practice in the work area

	Examples specific to role	Required		Level			Method of Assessment interview, testing, reference
		Essential	Desirable	Awareness	Significant	Extensive	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	<ul style="list-style-type: none"> - A relevant professional qualification at Level 6 (degree) or above (Framework for Higher Education Qualifications) - Appropriate project management qualification - Expert knowledge of the legislative framework in relation to schools and settings - Expert knowledge of the legislative and regulatory framework in relation to school place planning and education access duties - Substantial experience at a senior management level in an Education specialist service in a complex environment - Significant experience representing the council at a strategic level with internal and external senior partners 	Y				Y	I
			Y			Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I

	<ul style="list-style-type: none"> - Comprehensive knowledge of all aspects of school admission legislation and regulations - Extensive understanding of the political context and environment of local government - Significant experience of policy development and successful implementation in relation to setting and schools - Effective working at senior level with a range of partner agencies - Knowledge of procuring services in a way that delivers efficiencies, keeps customers safe and develops the market place - Understanding of robust contract management and compliance - Evidence of continuous professional development 	Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
Planning and organising work	<ul style="list-style-type: none"> - Thinks and acts strategically within own area of responsibility and in support of other areas. - Highly developed oral and written communications skills - Works strategically across council and with partners 	Y				Y	I
		Y				Y	I
		Y				Y	I
Planning capacity and resources	<ul style="list-style-type: none"> - Shapes and drives the strategic planning and delivery of the service, ensuring that operational planning and service area targets are developed, implemented and monitored effectively - Able to manage a demanding workload - Able to use resources flexibly - Able to lead, motivate, coach and develop team members to high levels of performance - Able to plan, set and manage significant budgets and use resources effectively to secure the best possible outcomes 	Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I

<p>Influencing and interpersonal skills</p>	<ul style="list-style-type: none"> - Excellent influencing, negotiating and advocacy skills with proven ability to communicate effectively and persuasively to senior partners - Demonstrates leadership within the service group and with a range of partners - Demonstrates strong commitment to public service - Has a high degree of integrity - Demonstrates strong interpersonal skills - Demonstrates strong commitment to the promotion of equal opportunities. - Uses political judgment and sensitivity - Shows a resilience and toughness under pressure - Shows a high drive for achievement - Shows a high degree of awareness towards the needs of service users - Ability to represent the council and work with a range of external partners, including at the regional and national level 	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>				<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>
<p>PROBLEM-SOLVING</p> <p>Using initiative to overcome problems</p>	<ul style="list-style-type: none"> - Excellent analytical thinker to apply a significant degree of evaluative judgement and provide practical and creative solutions to highly complex problems - Contributes significantly to development of effective practice within and across local areas - Ability to be strategically agile in response to contextual change - Ability to learn from outstanding practice to improve outcomes for children 	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>				<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>I</p> <p>I</p> <p>I</p> <p>I</p>
<p>Managing risk</p>	<ul style="list-style-type: none"> - Is able to identify, assess and manage considerable risk, putting in place effective strategies to mitigate high risk and protects the council's reputation - Is resourceful and resilient in the face of challenge to problem solving proposals - Has sound judgement when exercising balance 	<p>Y</p> <p>Y</p> <p>Y</p>				<p>Y</p> <p>Y</p> <p>Y</p>	<p>I</p> <p>I</p> <p>I</p>

	between safeguarding risk and budget overspend						
Managing change	<ul style="list-style-type: none"> - Ability to manage and deliver change programmes and apply effective project management at the highest level - Able to inspire others to follow leadership during the process of change - Secure and skilful use of evidence to judge the progress of change and adjust accordingly - Ability to continuously transform the way in which services are delivered 	Y				Y	I
ACCOUNTABILITY and RESPONSIBILITY	<ul style="list-style-type: none"> - Works at a strategic level locally, regionally and nationally, representing the council - Identifies priorities and undertakes tasks without supervision - Is fully accountable for overall performance - Is open and honest at all times - Has high expectations of own performance and meets them - Models and promotes the council's values and behaviours and diversity 	Y				Y	I
Managing people	<ul style="list-style-type: none"> - Highly skilful in supporting and motivating staff - Identification of talent, succession planning and opportunities to develop the workforce - Disperses leadership so that all staff contribute to leadership and management of the team - Deals effectively with poor performance 	Y				Y	I
Managing financial resources	<ul style="list-style-type: none"> - Experience of managing significant financial budgets - Accountability for use of resources to demonstrate value for money - Can match resource deployment to meet the range of national and local indicators 	Y				Y	I

COMPETENCIES REQUIRED All post holders must be able to comply with the council's core competency requirements which include communication, respect for others, customer service, drive for results, delivering the promise and continuous personal development. In addition for those posts with management responsibilities the competencies will include managing self and personal skills, providing direction, facilitating and managing change, working with people, using resources, achieving results, promoting policy, values and culture, customer service and health and safety.

SPOKEN ENGLISH FLUENCY DUTY REQUIREMENT - The ability to converse at ease with members of the public and provide advice in accurate spoken English is essential for this post.

OTHER INFORMATION - The post holder needs to be able to travel to meet service delivery requirement and be available to undertake work outside of normal working hours. On call – be available if required to support the council when needed to maintain key service delivery and in the event of a serious incident.

Signed Job holder	Signed Line Manager	Signed	Date