

<b>Role Title</b>	<b>Corporate Director of Education</b>
<b>Business Hub</b>	<b>Families</b>
<b>Pay Scale</b>	<b>Divisional Director</b>
<b>Purpose</b>	
<p>To lead the Council's Learning Division, providing strategic direction, operational management and financial control.</p> <p>To commission local school and early years provision in line with community needs, and ensure high standards are achieved.</p> <p>To provide advice and guidance to the Chief Executive, Management Board and Council Members in all matters associated with Learning.</p> <p>To contribute to the corporate leadership of the Council.</p>	
<i>Generic Accountabilities</i>	<i>End Results/ Outcomes</i>
Direct, develop and control the service. Be responsible for all operational decision making and service management.	<ul style="list-style-type: none"> <li>• Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly, through commissioned or funded services, or through community empowerment.</li> <li>• Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</li> <li>• Service quality, customer satisfaction, efficiency and continuity are maximised.</li> </ul>
Ensure that service strategy and policy formulation and implementation are aligned to the Council's overall corporate strategy and objectives. Actively contribute to the corporate management and strategic direction of the council as part of a directorate leadership team	<ul style="list-style-type: none"> <li>• Service strategy is developed, agreed and implemented.</li> <li>• Service priorities are established.</li> <li>• Changing priorities and external requirements are anticipated and assessed.</li> <li>• Innovative approaches and responses are developed and delivered.</li> </ul>
Assure professional standard of case management and the effective management of risk within the service area.	<p>Provision of agreed intervention is effectively delivered / co-ordinated / monitored to support clients to achieve their identified outcomes.</p> <p>Complex and high risk cases are managed in line with quality, national and legislative standards.</p> <p>Implementation of statutory duties where required.</p> <p>Risk to the health, safety and wellbeing of clients and the public is effectively reduced. Vulnerable individuals are protected.</p>
Ensure the development and implementation of policy, systems, processes, performance criteria, governance frameworks and procedures within area of responsibility, meeting all strategic and operational requirements,	<ul style="list-style-type: none"> <li>• Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</li> <li>• Governance frameworks have clear accountabilities and effectiveness is measurable.</li> <li>• Compliance is monitored and ensured.</li> </ul>

<p>internal and external reporting requirements, and requirements of external legislation and regulations.</p>	<ul style="list-style-type: none"> <li>Action is taken to resolve any issues identified.</li> </ul>
<p>Be accountable for the strategic and operational planning and delivery of service objectives and targets. Ensure the service's plan and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.</p>	<ul style="list-style-type: none"> <li>Policy direction is translated into service outcomes.</li> <li>Service and business plans and targets are developed, communicated, cascaded and monitored.</li> <li>Robust performance and quality management systems and procedures are in place and meet all requirements.</li> <li>Performance, quality and contractual compliance are managed effectively.</li> </ul>
<p><i>Generic Accountabilities</i></p>	<p><i>End Results/ Outcomes</i></p>
<p>Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.</p>	<ul style="list-style-type: none"> <li>Act as lead professional adviser in area of responsibility.</li> <li>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider Council / partner activities as appropriate.</li> </ul>
<p>Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.</p>	<ul style="list-style-type: none"> <li>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</li> <li>Customer comments and complaints are used to improve service performance.</li> <li>The Council is represented on local, regional and national forums.</li> </ul>
<p>Develop opportunities for partnership working both within and outside the Council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	<ul style="list-style-type: none"> <li>Where appropriate, delivery of the service is achieved / supported through partnerships.</li> <li>Partnership working is led effectively.</li> <li>Best practice is identified, shared and promoted.</li> </ul>
<p>Provide leadership and direction to the service, to ensure the delivery of timely and appropriate services to customers.</p>	<ul style="list-style-type: none"> <li>The service is led by a professional, motivated and effective management team.</li> <li>Recruitment, induction, performance review, training and professional development, employee relations, and all HR processes and planning are all completed to the required standards and timescales.</li> <li>Deficiencies and underperformance are actively resolved.</li> <li>Effective team meetings take place.</li> </ul>
<p>Identify, secure, deploy and manage the resources necessary for the service to meet/exceed its objectives.</p>	<ul style="list-style-type: none"> <li>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</li> <li>Resources are effectively and efficiently deployed to achieve service objectives.</li> </ul>

Direct and control the financial expenditure and integrity of the service.	<ul style="list-style-type: none"> <li>• Budgets and financial risk are monitored and managed in compliance with organisational requirements.</li> <li>• The service is delivered within its agreed budget.</li> <li>• Funding from external sources is identified and secured where appropriate.</li> <li>• Value for money is maximised.</li> </ul>
Direct and implement a comprehensive risk management programme for the service.	<ul style="list-style-type: none"> <li>• Operational, financial, regulatory and political risk are identified and managed in accordance with local government and national working practices.</li> </ul>
Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and innovative solutions are pursued throughout the area of responsibility.	<ul style="list-style-type: none"> <li>• Necessary changes to culture and practice are implemented and sustained.</li> <li>• Conditions for others to perform and to innovate are created.</li> <li>• Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</li> </ul>
<i>Generic Accountabilities</i>	<i>End Results/ Outcomes</i>
Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the Council / partnerships.	<ul style="list-style-type: none"> <li>• Major change /complex multi-disciplinary programmes are monitored and directional control provided.</li> <li>• Resources required to deliver the project / programme are secured.</li> <li>• Projects / programmes have clear and assigned accountabilities and achieve their objectives.</li> </ul>
Promote equality and inclusion across all service provision.	<ul style="list-style-type: none"> <li>• Communities are involved in service decisions that directly impact them.</li> <li>• Barriers to access and participation facing the borough’s communities are removed.</li> </ul>
<i>Role Specific Accountabilities</i>	<i>End Results/Outcomes</i>
Direct and lead the Council’s School Standards Division, ensuring the development of strategies, policies, objectives and targets that deliver Waltham Forest’s strategic, operational and financial requirements and meet all necessary regulatory and legislative requirements.	<ul style="list-style-type: none"> <li>• Services within the Learning Division are aligned to strategic priorities, highly performing, and making a measurable difference to the quality of local education provision.</li> <li>• The Council adopts the role of strategic commissioner for the local school system, ensuring that local provision effectively meets the needs of children, young people and families.</li> <li>• Schools and early years settings achieve high standards in pupil achievement, teaching and learning, behaviour, safeguarding, and leadership and management, including governance. Where standards are below – or at risk of falling below – the expected level, rapid resolution is achieved.</li> <li>• Stakeholders recognise the positive impact of the Learning Division.</li> </ul>
Lead on the re-organisation and delivery of the Council’s Disability Enablement Service (DES)	<ul style="list-style-type: none"> <li>• Strategic design and operational implementation of a phased approach for a new DES:</li> <li>• Internal restructure of Children with Disabilities social work team, Special Educational Needs, Transitions, Early Years, Short Breaks, Occupational Therapy (0-25) to create a new Disability Enablement Service 0-25 years.</li> </ul>

	<ul style="list-style-type: none"> <li>• Agree and secure with Health partners the identified joint arrangements for ensuring an integrated service..</li> <li>• Organise, implement and deliver the proposed changes and associated stages of development.</li> </ul>
<p>Effectively implement national legislation, policies and guidance and Council policies.</p>	<ul style="list-style-type: none"> <li>• Secure the Council's compliance with key legislation and robust delivery of all statutory functions in respect of SEND.</li> <li>• Secure a new 0-25 age person centred pathway process to support those children and young people with the most complex SEND and Disabilities.</li> <li>• An Education Health and Care Plan is in place for all children and young people reaching the IDS threshold for complex needs.</li> <li>• All services responsible for supporting children and young people outside of a statutory plan have been pulled together to form the Local Authorities Local Offer.</li> <li>• Mechanisms are in place to ensure that the Local Offer and other service offer(s) involve parents, children and young people in co-production; including them in the design, development and review of services which are provided for them.</li> </ul>
<p>Provide strategic leadership for the Council's work in relation to Inclusion, specifically the statutory and regulatory functions in relation to SEND.</p>	<ul style="list-style-type: none"> <li>• Ensure robust accountability systems are in place to monitor HNB spending, including: SRPs Special Schools, SEND contracts, etc</li> <li>• Ensure strong, positive relationships are built, and sustained, with the SEND parent partnership forum.</li> <li>• Enable and ensure key targets for Inclusion within the Waltham Forest Education Improvement Strategy are met.</li> <li>• Enable and ensure key targets on EHC plans are met.</li> <li>• Develop and implement an annual Service Plan with clear milestones and delivery targets.</li> <li>• Lead necessary strategic change in a timely way.</li> </ul>

<b>Nature of Contacts</b>
<ul style="list-style-type: none"> <li>• Advise, challenge and influence Council Members, the Chief Executive, Strategic Directors, Heads of Service, Headteachers, Governing Bodies and equivalents in partner organisations, external bodies and private sector companies.</li> <li>• Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</li> <li>• Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.</li> <li>• Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.</li> <li>• Direct line management of a Senior Management Team.</li> </ul>

<b>Procedural Context</b>
<p>Reports to the Deputy Chief Executive (Families). Required to:</p> <ul style="list-style-type: none"> <li>• Lead and control a Council division, and exert significant influence over the local school system.</li> <li>• Be accountable for strategic and operational implementation of decisions and direction for the service and for cross cutting corporate and partnership initiatives.</li> <li>• Be accountable for performance and service delivery across the division.</li> </ul>
<b>Procedural Context (continued)</b>
<ul style="list-style-type: none"> <li>• Provide a breadth of vision, strategic thinking and innovative problem solving in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of 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. The postholders' conclusions and decisions seize opportunities and mitigate risks.</li> <li>• Provide direction setting, planning and prioritisation over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.</li> <li>• Attend a significant volume of out-of-hours meetings.</li> </ul>
<b>Key Facts and Figures</b>
<p>The postholder will:</p> <ul style="list-style-type: none"> <li>• Monitor and control the budget of a Council service.</li> <li>• Make decisions which will impact across the postholder's own service, the wider Council and its partnerships.</li> <li>• Exert significant influence over the local school system.</li> </ul>
<b>Resourcing</b>
<p><b>Budget Responsibilities:</b> Direct responsibility for service budgets totalling £12.5m (or £20.5m including Traded Services). In addition, the postholder has responsibility for advising the Schools Forum on the allocation of Dedicated Schools Grant (c. £269m) and its deployment by schools, together with schools' deployment of Pupil Premium Grant (c.£15.5m) in relation to school standards. In relation to SEND, the postholder has responsibility for advising the Schools Forum on the allocation of the £42m High Needs Block funding allocation.</p> <p><b>Supervisory Responsibilities:</b> Principal Advisers for School Improvement, Head of Service Early Years and Education Business Support, Head of Careers Service, Head of Education Business Effectiveness, Assistant Director of SEND, Assistant Director for Schools; Head of Service Capital and school place planning, including admissions, Managers and School Effectiveness Advisers, professional supervision of Head of Virtual School.</p>

**Competency Level: Chief Officer**

**Knowledge, Skills, Experience and Attributes**

- Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of education or similar services, preferably within local government.
- Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for schools, education more generally, and local authorities.
- Extensive knowledge of the major issues facing local government.
- Proven ability to drive through and deliver effective performance management, both within own organisation and within a broader partnership context.
- Significant experience of creating, leading and sustaining partnerships, both internally and externally to achieve shared objectives and synergies.
- Experience in persuading a wide range of stakeholders to work together, encouraging a focus on the needs of the community.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Council Members.
- Excellent interpersonal, communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences, both throughout an organisation and beyond.
- Proven track record of operating strategically to identify, initiate and oversee projects and policy development.
- Self-motivated, enthusiastic and driven to achieve success.
- Creative and innovative.
- Practical problem solver.
- Credible ambassador for the organisation.
- Demonstrable commitment to equal opportunities and equality in both employment and service delivery.

**ADDITIONAL INFORMATION**

This post has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore you will be restricted from political activity. In some cases it is possible to gain exemption for this provision.

The post is exempt under the Rehabilitation of Offenders Act 1974. This means you will have access to vulnerable groups such as children and young people. Any offer of appointment will be subject to a satisfactory Enhanced/Standard Disclosure from the Criminal Records Bureau. Having an 'unspent' conviction will not necessarily bar candidates from employment. This will depend on the circumstances and background to the offences(s).

The above profile 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 role profile 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.