

## Assistant Director – Inclusion

**Reports to:** Service Director: Education

**Grade:** L2

**Location:** Cambridgeshire

### Job Purpose

As Assistant Director of the Council and member of the Extended Leadership Team (ELT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

Acting as the professional lead on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

- SEND and Alternative Provision Services
- SEND and Alternative Provision, quality and effectiveness
- Statutory Assessment Services
- Educational Psychology
- Specialist Services, including but not limited to: sensory support; specialist teaching services; hospital schooling, medical needs, EOTAS, portage; neurodiverse and speech and language services,
- Behaviour Support, therapeutic interventions and relational practices

### Leadership and Collaboration

Provide clear, compelling and inspiring leadership to the Council, aligned with the Council's Values, contributing to the delivery of the Council's Vision and Ambitions, communicating a clear purpose to positively engage others, internally and externally.

Effectively contribute to the development and delivery of the Council's Strategic Framework, Medium Term Financial Strategy, Change Strategy and People Strategy.

Actively understand the challenges faced by colleagues across the organisation to be able to support all Extended Leadership Team (ELT) colleagues to deliver their objectives as well as those of the whole council and to be in a position to effectively contribute to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plans.

Actively promote and role model the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Actively develop and maintain strong relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

To deputise for the Service Director as required.

### **Governance**

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible. Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintain an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

### **Innovation**

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

### **Equality, Diversity and Inclusion**

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

### **Role Specific Accountabilities**

To champion the best possible educational outcomes and life chances for children and young people at every level within the Council and within partnership arrangements.

Lead the implementation of the Inclusion for All Strategy to transform the way the Council meets need, driving change to make a difference to children with additional needs by ensuring we create a sense of belonging across all our schools and settings working in partnerships with our parents and carers, senior leaders in education, health and social care to ensure we put children first.

Lead engagement and collaboration with schools and partners in the implementation and embedding of the Inclusion for All Strategy.

Lead system transformation, services redesign, and delivery of change and transformation programmes.

Lead the delivery of all relevant statutory duties, meeting performance requirements including responses to complaints and the development of EHC plans within local and national timescales.

Effective commissioning, and review, of all services to support children and young people with SEND and those who attend Alternative Provision settings.

Provide leadership for, and champion the needs of, children and young people with SEND, those in Alternative Provision settings, and all other vulnerable pupils across all schools and settings, from early years through to post 16 settings and up to age 25 for young people with an EHC plan.

Ensure mechanisms are in place for all required training and support to be delivered to governors, trustees, leaders of schools and settings, teachers, SENCOs and educational service providers.

Drive change and make a difference to children with additional needs by ensuring we create a sense of belonging across all schools and settings working in partnerships with parents and carers, Senior Leaders in education, health and social care to put children first.

## Person Specification (essential criteria)

<b>Experience</b>	Demonstrable and successful experience of: <ul style="list-style-type: none"> <li>• Working within a large and complex organisation with comparable scope, responsibilities, budget, and resources.</li> <li>• Delivery of public services with competing priorities and demands often outside of the Council's direct control.</li> <li>• Delivering projects on time and within budget and outcomes.</li> <li>• Contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.</li> <li>• Leading change and delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.</li> <li>• Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives</li> </ul>
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	<ul style="list-style-type: none"> <li>• Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.</li> <li>• Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.</li> </ul> <p><b>Role Specific:</b></p> <ul style="list-style-type: none"> <li>• Experience of leading on SEND and Alternative Provision in a school and/or Local Authority senior leadership role.</li> </ul>
<p><b>Skills and knowledge</b></p>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.</li> <li>• Skills in understanding and responding to different perspectives and taking a cross-organisational approach.</li> <li>• Business acumen and the ability to focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.</li> <li>• Ability to lead, develop and sustain effective team and partnership working through strong effective advocacy, influencing and negotiating skills.</li> <li>• Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.</li> <li>• Ability to establish and sustain positive relationships that generate confidence, ability and trust.</li> <li>• Highly developed influencing and negotiation skills.</li> <li>• Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.</li> </ul> <p><b>Role Specific:</b></p> <ul style="list-style-type: none"> <li>• Strong knowledge of the legislative and/or operation requirements associated with: SEND and AP, particularly statutory assessment of needs and provision of support (Behaviour Support and Educational Psychology).</li> <li>• Knowledge and understanding of the wider system involved in meeting the needs of children and young people with SEND, those in Alternative Provision settings, and other vulnerable pupils more widely; particularly, understanding key partnerships and processes involved in the system, with a strong sense of the role of the local authority in the system.</li> <li>• An understanding of the funding mechanism for high needs block services and the DSG.</li> <li>• Knowledge of specific educational, socio-economic and other local characteristics of Cambridgeshire and the Local Area Partnership for Inclusion (SEND and Alternative Provision).</li> </ul>

	<ul style="list-style-type: none"> <li>• Knowledge and understanding of inclusion and removing barriers to achievement, particularly for those children and young people with additional and/or special educational needs.</li> </ul>
<b>Personal Effectiveness</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A clear and strong personal commitment to equality, diversity and inclusion and a track record of leading by example.</li> <li>• Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.</li> <li>• The political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.</li> <li>• Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.</li> <li>• Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.</li> <li>• A commitment to and evidence of successful strategies in managing personal resilience and wellbeing and promoting positive leadership practice, role modelling these behaviours for others.</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• A relevant graduate Level qualification or equivalent and/or relevant compensating experience at a leadership level</li> <li>• Evidence of continuous professional and leadership skill development.</li> <li>• National Award SENCO / National Professional Qualification SEN / or equivalent</li> </ul>