

ROLE PROFILE

- Job Title: Service Director Inclusive Education, Family Help and Skills
- Post Number: TBC
- Grade and SCP: C4 - £106,925.20 - £112,748.39
- Function: Leadership Board
- Accountable to: Director of Children's Services
- Responsible for: See 'Specific Responsibilities' section below

Your Role at Shropshire Council

At Shropshire our priority is to be a 'best value' authority that delivers, enables, and influences for Shropshire and its residents by:

- Being financially stable and sustainable
- Having clear priorities and purpose
- Supporting and enabling our workforce to excel

Recognising the challenge across local government today. This starts with our Improvement Plan to address immediate challenges, while ensuring a focus on the future and how the Council will need to look, feel, and operate to best serve the needs of the county and its residents, and being aware of changes in national policy.

Our Shropshire values: PROUD

- Partnerships
- Respect
- Opportunities
- Understanding
- can Do

Aim to unify the workforce, support transformation, improve trust, and build a modern, sustainable Council. This is a hybrid role, requiring the post holder to attend Shropshire for 2–3 days per week, alongside home working arrangements

This role requires participation in an on-call Emergency Response rota. This role requires you to undertake other duties, commensurate with the grade, as may reasonably be required.

Purpose of the Role

As a member of the Leadership Board, you will work collaboratively to shape and deliver the council's key strategic priorities, as defined in the Corporate Plan.

Working closely with the Leader, Cabinet Portfolio Holders, the Corporate Leadership Team, and Leadership Board peers, through matrix management, you will translate the council's strategic



direction and policies into 5-year tactical service delivery plans. This will be achieved through statements of work and commissioned internally or externally.

The Service Director role will also oversee any statutory, non-statutory, and regulatory responsibilities associated with the function.

Key Responsibilities

In your role as Service Director, you will be responsible for the following:

Leadership

- Working collectively as a key member of the Leadership Board, shaping the overall strategic direction and priorities for the council as defined in the Corporate Plan.
- Providing strategic and specialist insight and knowledge in the shaping, prioritising and commissioning of council-related services, ensuring they align with the Corporate Plan.
- Strengthening relationships and communication with Members, addressing their needs, managing expectations and reducing demand placed on operational-based individuals and teams.
- Playing an ambassadorial role in the promotion of Shropshire, the Council and the wider system by accessing local, regional and national networks.
- Demonstrating integrity to your role as a collective leader of the whole organisation, who is jointly responsible for overall performance and outcomes, despite having management responsibility for specific functions.
- To act as the Service area's principal policy advisor within the functional area remit.
- Responsible for financial management of the service area and accountable for the direct budget allocated to this post.
- Undertake the responsibilities as set out in the Council Constitution.
- Act as a duty officer in the Council's Emergency Duty rota to support our response in an emergency and will be expected to attend any training to support those requirements.
- Responsible for strategic partnerships.
- Responsible for the articulation of strategic planning for the authority including the Corporate plan, and other key council strategies.
- Ensure that all activities and operations conducted within your service area contribute directly to the commercial and economic growth aspirations of the county, transforming service areas as appropriate, whilst providing residents and visitors with access to facilities that have a direct and positive impact upon health and wellbeing.
- Act as key point of contact and engage with partners such as Government Departments, National Advisory and Legislative Organisations.
- Supports multidisciplinary working of the Council and with Partners, contributing to the overall corporate leadership and management of the Council.
- Leading at the right (strategic) level, thus facilitating others to also lead at the right level, enabling them to fulfil their potential and increasing capability and capacity across the organisation.
- As a senior leader you are accountable for setting and driving the standard of people management across your service. You will lead the implementation and embedding of the Council's Role of the Line Manager as a core component of organisational performance, ensuring it is consistently applied, actively monitored and continuously improved. You will role-model visible, values-led leadership and expect the same of



others, creating a culture where managers take ownership of their people. responsibilities and deliver a consistent, high-quality employee experience that supports performance, wellbeing and organisational outcomes.

- Ensuring all management responsibilities are deployed in line with council policies and best practices, fostering a culture of accountability and continuous improvement.
- Demonstrating commitment to the Organisational Values (PROUD) and ongoing continuous personal development, setting an example for others to follow.

Commissioning and Service Delivery (internal and external)

- Demonstrate advanced commercial acumen in contract management and quality assurance, utilising robust performance frameworks to drive continuous service improvement.
- Orchestrate comprehensive stakeholder engagement to develop integrated commissioning approaches that maximise outcomes through effective partnership working across the public sector landscape.
- Develop forward-thinking commissioning strategies that anticipate emerging needs whilst ensuring agile response to new legislative requirements and service delivery innovations.
- Lead strategic commissioning of adult services through evidence-based needs analysis and market engagement.
- Ensuring the most effective commissioning of preventative, modern, efficient, and sustainable services that meet the needs of our communities within the resources available.
- Using demand management and community leadership principles to ensure services are procured and delivered in the most efficient and effective way possible, whether internally or externally.
- Managing service delivery through robust contract and performance management, ensuring alignment to the Corporate plan and our strategic priorities.
- Fostering strong relationships with internal and external stakeholders and partners, including community groups, businesses, and other government agencies, to enhance service delivery and great outcomes for our communities.

Customer

- Ensuring strategy and functions are aligned to the ambition of the customer journey to continually improve the way customers connect to the council, and the council connects to itself, including enabling self-service and effective support tailored to individual needs, thus ensuring that every resident gets the service they need, when they need it.
- Enabling preventative and early intervention which will reduce demand on services and address needs and inequalities within the community.
- Ensuring the implementation of an aligned community infrastructure and hubs to promote proactive and preventative engagement with residents and communities.
- Role modelling the 'Ask, Assist, Act' approach in the way we interact with our internal and external customers, continually maintaining a 'how can we help?' mindset.

Governance and Performance

- Ensuring robust governance processes in all aspects of what the council does, including service delivery, with clear accountabilities, risk management, and alignment to policies and strategies.



- Driving a culture of continuous improvement, with regular review and development of individual, team, and service performance.
- Accountable for the financial performance of assigned functions, managing service budgets, ensuring compliance with the council's procurement rules, financial regulations, and scheme of delegation.
- Maintaining awareness of legislative changes that impact service areas and ensuring policy and procedures comply with statutory and national requirements and standards.
- Collaborating with Members to integrate insights into all levels of the authority, guiding service delivery and strategic decision-making.

Personal Attributes

- Demonstrating visible commitment to the DEIB principles by embedding these principles in all aspects of service delivery and organisational culture.
- Embracing an autonomous, outcome-focused approach, deciding when, how, and where the work gets done, focusing on achieving outcomes and delivering results.
- Collaborating across the system to lead the delivery of strategic priorities, projects, and services, often outside of your primary area of responsibility, flexing to changing strategic needs and priorities.
- Prioritising personal health and wellbeing in line with the council's strategic priorities, promoting a healthy and supportive work environment.

Experience Required

This is a senior leadership role requiring extensive experience in strategic thinking and development, commissioning, contract and performance management, and service delivery.

The successful candidate will be a strong and influential leader, able to shape and drive transformational change and deliver high-quality, cost-effective services for the council and its residents.



Specific Responsibilities (Service Director Inclusive Education, Family Help and Skills)

- Has responsibility for the Leadership, Management and Development of all inclusive education, family help and skills related services of the Council, including strategies relating to raising achievement, improving attendance, admissions and sufficiency of SEND and mainstream provision, implementation of the Local Area SEND Reform Plan, family help and enhancing employment and training opportunities.
- Strategic leadership for the delivery of specified services including:
 - Family Help Service (Currently Early Help)
 - Youth Services
 - Education Quality and Safeguarding (Early Years to age 25, including SEND and NEET)
 - Education Place Planning (mainstream and SEND) and Admissions
 - Educational Psychology and other specialist outreach services (such as Neuro Divergent Practitioners (NDPs), Severe Speech and Language Inclusion Service (SSLIC)
 - EHCP Team
 - Access to Education and the Virtual School
 - Skills services
- Ensures robust arrangements are in place to meet the standards required by external and regulatory inspections e.g. Ofsted, CQC or DfE.
- To ensure that all duties and responsibilities outlined in the relevant legislation (Children's and Families Act, Children's Wellbeing and Schools Act, etc...) or statutory guidance (Working Together to Safeguard Children, SEND Code of Practice, Admissions Code, etc..) related to the Local Authority inclusive education, family help and skills functions are effectively implemented, managed and meet statutory regulatory requirements.
- To ensure that all duties and responsibilities as the Responsible Body for Maintained Schools are effectively managed and meet statutory regulatory requirements.
- To ensure that the education, care and support that we offer to our looked after children or children known to social care, through the Virtual School, Virtual School Headteacher, or any other provider is of good quality, meets statutory and regulatory requirements and improves outcomes for children and young people.
- To ensure that children are kept safe and to take a lead for children's safeguarding across the multi-agency partnership, ensuring adequacy and effectiveness of all local partnership arrangements.
- Develop the most effective models for discharging inclusive education, family help and skills related functions, which deliver the best possible outcomes for children, young people and their families.
- Develop the most effective models for discharging inclusive education, family help and skills related functions that improve the educational attainment and progress outcomes for children and young people aged 0-25.
- To provide strategic leadership to explore, develop and implement effective pathways to ensure children, young people and working age adults have the right skills, qualifications and experiences to secure their choice of employment opportunities.
- To develop, and deliver uncomplicated access to joined up integrated, multi-agency services for children, young people and their families through effective Family Help utilising the Locality way of working to enable service delivery as close to where they are



needed, with single points for initial assessment and as short a time scale as possible between assessment and support.

Qualifications

- Degree or relevant demonstrable equivalent level of experience within the field.
- Post graduate leadership and management qualification or relevant demonstrable equivalent level of experience within the field. (*Desirable*)

Skills and Experience

- Strong record of delivery and demonstrable improvement of whole system change, including networking skills and the ability to broker and sustain effective partnerships within the local authority, the voluntary/community sector, neighbouring authorities and related professional disciplines.
- Substantial experience of using early intervention and prevention approaches to improve outcomes for children, young people and families, whilst reducing issues arising or needs escalating.
- Substantial successful experience at a senior level in Children's Services (Education, Early Help or Commissioning), The Education Sector, and/or Safeguarding Services.
- Substantial experience of regulatory inspection (e.g. Ofsted, CQC, DfE) and/or visits, including leadership of the preparation and implementation of action plans/strategies to meet these regulatory requirements.
- Substantial experience of strategic planning, target setting, and developing performance frameworks in diverse and complex organisations and other settings and then translating these into effective operational plans across a multi-agency organisation/partnership.
- Knowledge and experience of all duties and responsibilities outlined in the relevant legislation (Children's and Families Act, Children's Wellbeing and Schools Act, etc...) or statutory guidance (Working Together to Safeguard Children, SEND Code of Practice, Admissions Code, etc..) related to the Local Authority inclusive education, family help and skills functions are effectively implemented, managed and meet statutory regulatory requirements.
- Knowledge and experience of all duties and responsibilities as the Responsible Body for Maintained Schools to ensure they are effectively managed, meet statutory regulatory requirements and enable children and young people to achieve great outcomes.
- Substantial knowledge and experience of all duties and responsibilities related to children's safeguarding across the multi-agency partnership, ensuring adequacy and effectiveness of all local partnership arrangements.
- Substantial knowledge and experience of developing effective inclusive education, family help and skills related functions that improve the educational attainment and progress outcomes for children and young people aged 0-25.
- Substantial knowledge and experience of effective commissioning strategies, including joint commissioning, direct delivery and use of third-party arrangements/service level agreements.
- Experience of deploying commercial and transformational acumen across organisations, particularly public sector organisations.
- Ability to successfully demonstrate agility and adaptability in response to changing requirements, constraints and resources.
- Effective in managing demanding workloads through prioritisation, effective planning and delegation.



- Experience of motivating, empowering and supporting individuals and teams to achieve the expected outcomes within the agreed timescale and resources provided.
- Ability to provide feedback sensitively and constructively to improve performance outcomes, whilst promoting self development and the development of others.
- Substantial experience of successfully overseeing and ensuring effective management and control of large funding streams, including significant external grants, to ensure effective delivery of outcomes and compliance with grant or financial management expectations.
- A creative approach to problem solving combined with evidence informed analytical skills, whilst also demonstrating sound judgement.
- Experience of effectively using AI and other digital development tools to enhance their own work and that of other teams/services. Including opportunities to increase efficiency, effectiveness and transparency across their services, organisation or wider partnership.
- Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.
- Ability to provide visible leadership and direction to support the implementation of the vision for Children's Services, including implementation across the multi-agency partnership both internally and externally.



Job Specification

As a Service Director, we would expect you to be able to demonstrate, through evidenced-based experience, the following level of competence:

Knowledge

- In-depth diverse expertise together with significant leadership and managerial experience.
- Integration across functions and/or services within the council and associated organisations or partnerships.

Creative Thinking & Policy Direction

- Management of a diverse range of related and unrelated issues across more than one function which require innovative thinking in developing a solution, or highly complex issues requiring significant interpretation or extension of existing policy, across more than one department/service area.
- Guidance required from only the most senior Directors and elected members.
- Contribution to the development of corporate policy within strategic policy framework.
- Focus on diverse areas of organisational activity.

Impact on People/Organisation(s)

- Full line management and leadership responsibility of a department or large business unit, or significant leadership impact across all departments.
- Management and development of internal and external relationships of significant importance to the council, or high-level contact with public and other external bodies to discuss, negotiate, and resolve controversial issues that impact on the council.

Responsibility for Resources

- 41%-total of the GRE
- Advisory/indirect



Standard Shropshire Council Terms & Conditions

The following terms and conditions of service are those laid down by Shropshire Council, which have been adopted and amended as necessary from those laid down by the National Joint Council for Local Government Services and are applicable to all employees:

- Expected to lead and/or contribute to a range of projects and build relations with both internal and external partners in order achieve specified outcomes but will not have direct authority over those involved.
- Responsible for preparing responses in line with Shropshire Council's corporate processes and national/regulatory/statutory processes (e.g. complaints, MP enquiries, Information Governance requests, customer enquiries, media enquiries, HR staff investigations etc..). These responses should be in line with the quality and timescale expectations set out within Shropshire Council's published procedures and/or case allocation emails and discussions.
- Responsible for completing within expected timescales all mandatory corporate and role specific training. Training requirements will be detailed in your corporate induction and Performance Development Plan (PDP). Courses are accessed via the council Learning Management System via the Intranet.
- Expected to become involved in a range of work to enable the service to respond effectively to the changing requirements of the Council and changes affecting the workforce.
- Adopt a customer focused approach when delivering your service, ensuring engagement with service users and maintenance of an appropriate personal profile.
- Act as an advocate for your service and work collaboratively with colleagues across the whole Council to meet the needs of the people of Shropshire.
- Meet individual, service and personal development targets agreed through the Performance Development Review Process, learn from experience and are committed to continuous improvement individually and as an employee of the Council.
- Work with colleagues to meet your team's key performance indicators, support a culture of team working and ensure the team functions successfully in support of the Council's corporate and service objectives.
- Meet the behaviours and competencies adopted by the Council in the way in which they achieve their objectives and carry out their work.
- Smoking is not allowed in Council buildings, in Council vehicles or in any Council place of work.
- You must provide a suitable vehicle for the performance of your duties and that this is readily available for use during normal working hours. You are entitled to claim for reimbursement of the costs of travel on council business at the rate of 55 pence per mile.
- All appointments are subject to receipt of the following pre-employment checks;



1. Satisfactory employment references
2. Medical report
3. Evidence of the qualifications required for the post/listed on your application form
4. DBS (if required for the role) or, Basic Disclosure

Political Restriction

This is a politically restricted post under the terms of the original Local Government and Housing Act of 1989, Local Government (Politically Restricted Posts) Regulations 1989, and subject to amendment(s) under the Local Government, Economic Development and Construction Act 2010.

