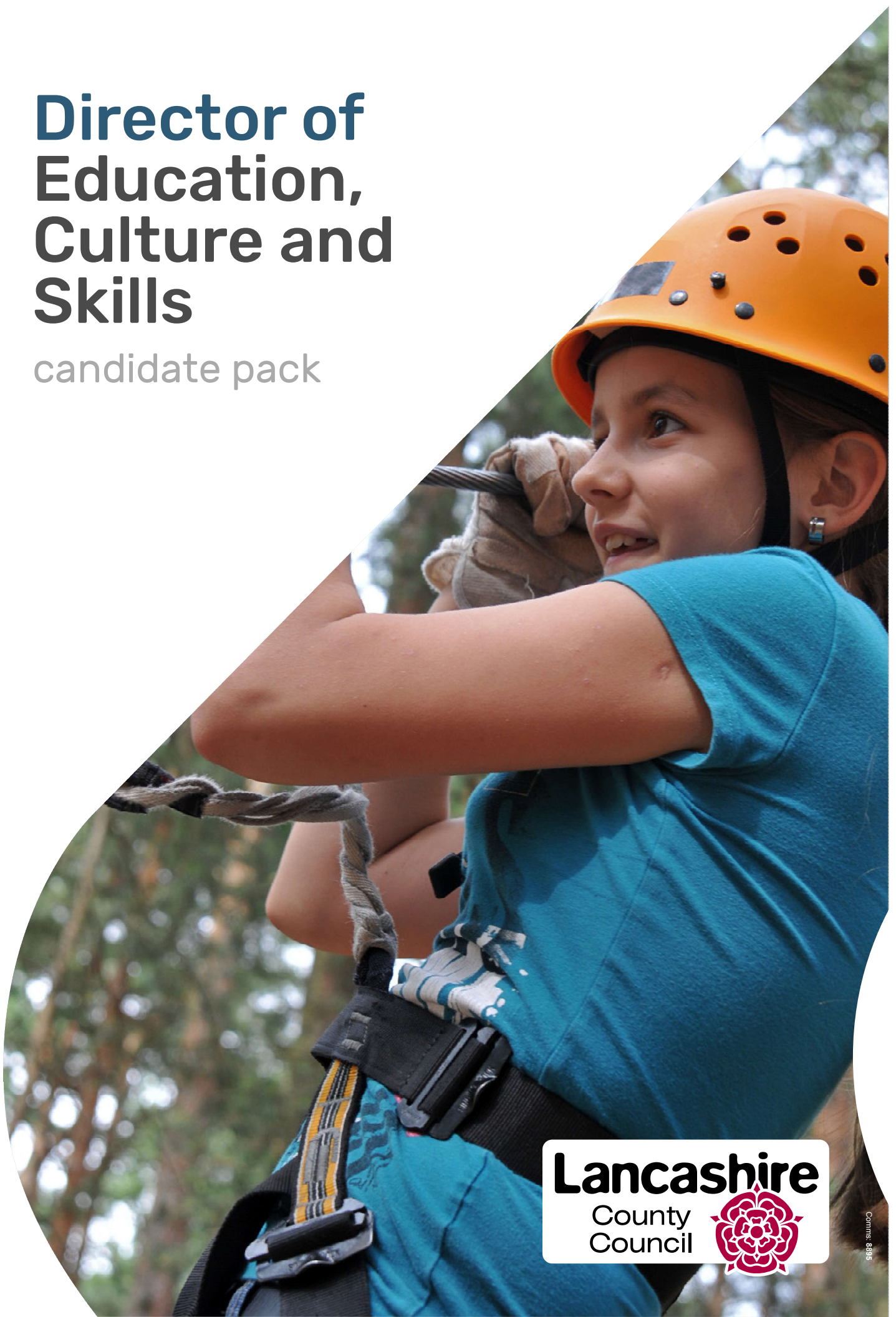


# Director of Education, Culture and Skills

candidate pack







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**Welcome from  
Jacqui Old- Executive  
Director of Education &  
Children's Services**

Many thanks for your interest in this role.

Our ambition is that children, young people, and their families are safe, healthy and achieve their full potential.

This post is very much about the broadest possible view of the child and the journey to adulthood taking a strategic and holistic approach to Education, SEND, Culture and Arts. The role reports into me as the Executive Director for Education and Children's Services, and I appreciate that you will be leading a multi-disciplinary team which may include services where you have little or no previous professional background or experience. In our organisation, you will be our operational lead for education, special educational needs, early help and cultural services, and your responsibilities will include supporting and challenging the diverse landscape of education from early years to schools and further education. We will expect you to have exceptional and proven skills at building consensus with partners and stakeholders around provision, place-planning and linking this with the child's journey to adulthood and the wider skills agenda.

The Director of Education, Culture and Skills is part of the directorate senior leadership team, and with support from your senior colleagues, will grant you the opportunity to grow and develop your career, providing a great opportunity for a person with energy and ambition to become a future Director of Children's Services.

If you wish to know more about the role including the services for which you will be responsible or working for Lancashire County Council, then please review the information contained within this document.

If you would like to talk to me directly about the role; please make an appointment to call me via Ann Vallely (PA) at [ann.vallely@lancashire.gov.uk](mailto:ann.vallely@lancashire.gov.uk) or on **01772 538712**.

Best wishes and good luck  
with your application.



Jacqui Old CBE  
Executive Director of Education  
& Children's Services



# About us

The county council exists to serve everyone who lives or works in Lancashire, helping people to be healthy, happy and enjoy a good quality of life. We are also here to protect the most vulnerable members of our communities who need some extra support.

Some of our services are very visible to everyone in the county, but there are many others you may only know about if you come into direct contact with them.

From attracting companies here to create new jobs and working with hundreds of schools to deliver a good education, to arranging help at home for people who are unable to get by on their own, in different ways we touch on the lives of everyone in the county.

# About you...

**Passion** – you'll be passionate about ensuring each & every young person has the opportunity to maximise their potential irrespective of their age, ability, background or personal situation from early years, schools, libraries, and through to further education. You'll be ambitious for what we can achieve together by continuously improving and focusing on the strategic development of the service with a specific focus on delivering services for children with additional needs and ensuring that schools do the same. You'll be passionate about early help for families who are struggling with the aim of avoiding them entering the Children's Care System unless it's absolutely necessary whilst keeping the child at the heart of each decision made

**Inspirational Leadership** – strategic leadership is a given at this level but we're looking for much more – it's about connections, relationships, challenge, resilience, inspiring our teams to strive for better for our families & themselves. You'll love transforming services, being able to articulate a vision with a confident & charismatic approach, using both data and emotional intelligence to drive decision making. We're looking for someone inspirational who can drive service excellence not just across Children's Services but also ensuring we provide the cultural enrichment through our libraries & museums that our communities require. We want an authentic leader who has the ability to inspire entire teams and take them on a journey to delivering outstanding and inclusive practice. We want empathy, unapologetic challenge, the ability to understand the educational landscape & future implications plus the importance of being the quality driver of school improvements

**Collaborative** – you'll be a credible, authentic leader who excels at building positive working relationships across a variety of partners from headteachers, schools, the police service, the NHS; delivering a true multiagency approach to inclusive, strengths-based practice. You'll have excellent communication and influencing skills, that secure level of confidence that specialist tacit knowledge and experience provides with the ability to share information across all levels tailoring your communication as required. You'll have the ability to influence decision makers from our Members to funding regulators, Ofsted inspectors to school leaders – collaborating with both internal teams and external agencies, and enjoy build supporting relationships as you progress.





## Why join us...

**Inclusivity** – we are committed to creating and sustaining a diverse and inclusive working environment for all of our team. Our aim is to ensure that everyone is equally valued and respected and that our organisation is representative of all members of society, working in an environment where individual differences are celebrated. To support this, we would especially welcome applications from any traditionally under-represented groups including people of colour, from the LGBTQ+ community or those with a disability. In addition, to support a more inclusive workforce we provide a range of support networks including our Disabled Workers Forum, Forum of Asian & Black Employees, LGBTQ+ Employee Network & our Employee Support Team.

**Benefits** – We have a fabulous range of benefits available with the aim of supporting all our teams with the cost of living crisis. This includes a brand new benefits platform “Vivup” which can save you pounds on your weekly shop, plus discounts on clothing, eating out, entertainment, gym memberships and more. We have an excellent Employee Assistance Plan which can support your family and you with challenges around finance, fitness and health. There’s a generous local government pension (circa 16%) with shared contributory AVC’s, cycle to work schemes and reimbursement for eye tests plus much more. We also believe in supportive flexibility to create the work life balance you’ll love, with up to 32 days annual leave plus 8 bank holidays, 2 additional days at Christmas and then a further 20 days that can be purchased too.

**Development** – you’ll get support and development along the journey – there will be time for supportive reflection and supervision for yourself, opportunities for personal growth, qualifications and development, multidisciplinary initiatives, mentoring, the opportunity to make a difference, feel valued and achieve the job satisfaction you’ve always wanted



# Job description - Director of Education, Culture and Skills Grade D2

## Job Purpose

- Reporting to the Executive Director of Education and Children's Services, leading the operational role of the local authority in education, SEND, early help and cultural services, with responsibility for supporting and challenging the diverse landscape of education from early years, to schools, through to further education. Supporting the vision and strategy which enables local authority services to support educational settings to achieve strong ambitions and the best educational outcomes for children and young people.

The job purpose is underpinned by the council's vision, values and corporate priorities.

For children who go to a school in Lancashire, our ambition is that:

**Children, young people and their families are safe, healthy and achieve their full potential.**

To support this the post holder will:

- Develop the strategy for schools, including taking a 'status neutral' approach to working with academy trusts.
- Develop the emergent team around the schools and settings model.
- Develop services for children with additional needs and work with schools to ensure we have an inclusive education system.
- Develop the Early Help Service to become a strong and wide-ranging response to early intervention and preventative work to avoid children entering the Children's Social Care system.
- Contribute to the development of a coherent further education skills strategy with the authority and its partners.
- Oversee the management of the Libraries, Museums and Cultural Services team.
- Lead the strategic management of the Inclusion Services, providing strategic leadership for operational teams.
- Lead strategic development of effective inclusive practice across all learning settings through school partnerships and other structures.
- Lead strategic delivery of national developments within SEND, ensuring the council fulfils and meets statutory duties.

## Scope

The post reports to the Executive Director of Education and Children's Services and is a member of the Directorate Management Team.

- Accountable for the delivery of the job purpose through strategic direction and leadership of an effective operating model, including the workforce, service priorities, statutory requirements and regulations, and systems.
- Work with the Council's Management Team, Elected Members and partners to ensure compliance with statutory requirements and regulations to deliver the job purpose.
- Work as part of a collaborative Education and Children's Services Directorate Leadership Team, leading and developing multi-agency strategic partnerships.



## Accountabilities/Responsibilities

- Ensure services are delivered and measured against internal and external performance targets/ standards and positive outcomes for children and families.
- Lead and direct the development and maintenance of a motivated, performance focused workforce that is trained, professional, effective and committed to the success of the operating model, service standards and positive outcomes for children and families.
- Develop and implement strategic business plans in line with the core purpose and objectives of delivering teaching and learning, supporting collaborative strategic education partnerships and the development of a skills agenda that supports our ambitious regeneration projects.
- Leadership of and mitigation against significant risk within education, culture and skills.
- Ensure robust systems are in place to maintain and produce accurate and timely data required for statutory compliance, monitoring against performance standards and evaluation of service delivery.
- Act as the single point of contact for corporate departments whose role and purposes requires an interface with this role.
- Model a focus on data prediction and analysis to ensure prioritisation on the most vulnerable learners.
- Positively engage with partners and stakeholders to achieve good outcomes for children and families with a focus on a 'right first time approaches'.
- Support the process of reforming and transforming special educational needs delivery to ensure that it is fit for the future.
- Advise the Council's Management Team and Elected Members on appropriate strategies and policies required to deliver the job purpose.
- Strategically contribute and lead on the delivery of council wide objectives and projects to support the council's future vision and operating model.
- Lead the development and implementation of the Local Authority's strategy for Learning Improvement in schools, early years settings and the education of vulnerable children. To develop and deliver strategies to ensure a high proportion of young people have the opportunity to receive a good level of education.
- Create coherence and partnerships across early years, primary, secondary and post-16 phases so that settings are enabled to work together to bring about necessary improvements.
- To lead on teaching, learning, curriculum and assessment, ensuring that the performance of underachieving groups is positively addressed through targeted and timely intervention.
- To manage the delegations, budgets and performance management systems of the local authority.
- To report annually and as required on standards, achievement, the quality of provision and leadership, management and governance of settings in an effective and open manner to headteachers, school leadership teams, governing bodies, members, academy sponsors and officers.

## Performance Indicators

- Responsible for the delivery of key performance indicators and standards of practice.
- Quality of service and compliance against statutory, regulation and best practice standards and requirements.
- Achievement of service wide objectives and targets.
- Delivery of joint performance indicators and standards of practice with partners and multi-agencies.

# Person specification -

## Director of Education, Culture and Skills

### Grade D2

All requirements are essential unless otherwise stated

| Qualifications       |   |
|----------------------|---|
| 1.                   | Honours Degree level qualification or equivalent experience in any relevant subject   |
| 2.                   | Relevant professional/management qualification or equivalent  |
| 3.                   | Evidence of continuous professional development   |
| 4.                   | Accreditation as either a School Improvement Partner or registered Inspector  |
| 5.                   | Evidence of management competencies   |
| Experience           |   |
| 6.                   | Significant leadership, experience and delivery of major educational and operational services within a complex organisation.  |
| 7.                   | A demonstrative record of achieving and delivering educational services to a high standard.   |
| 8.                   | Successful leadership and delivery of large-scale change programmes and management of reducing resources.   |
| 9.                   | Successful development of multi-agency partnership and collaborative working, to enhance service delivery and maximise best value benefits.   |
| 10.                  | Successful development of strategic solutions and outcomes to meet statutory requirements, regulations, improved service standards in response to existing and emerging priorities. |
| 11.                  | Proven management experience to include – project management, people management, budget management, commissioning, performance management and best value.                           |
| 12.                  | Experience of delivery of high-quality customer services.   |
| 13.                  | Experience of strategic management of schools budgets.  |
| 14.                  | Ability to demonstrate continuous professional development beyond final professional qualification.   |
| 15.                  | Willingness to undertake any training considered appropriate for this post.   |
| Knowledge and Skills |   |
| 16.                  | Extensive knowledge and understanding of education and SEND.  |
| 17.                  | Ability to lead, manage and motivate services/teams/schools in a challenging and changing environment.  |
| 18.                  | Excellent understanding of the political context at a local, regional and national level and the ability to operate sensitively and efficiently within a political environment.     |
| 19.                  | Strategic and analytical thinking skills to provide creative and fit for purpose solutions to problems within the area of responsibility.   |
| 20.                  | Ability to work collaboratively, as part of the senior leadership group, and take shared responsibility for organisational and financial performance.                               |
| 21.                  | Ability to build, maintain and influence effective working relationships both internally and externally with key stakeholders and partners.   |
| 22.                  | Provision of strategic direction with schools, SEND and early help in an environment of reducing financial resources.   |

|  |   |
|--|---|
| 23.                                    | Highly developed interpersonal and communication skills.  |
| 24.                                    | Ability to provide evidence of direct experience of improving SEND, teaching and learning as part of a systems approach to delivering educational outcomes.   |
| 25.                                    | An understanding of current trends in systems leadership to deliver education outcomes or outcomes for aligned services.  |
| 26.                                    | Extensive evidence of strategically leading educational improvement.  |
| 27.                                    | Extensive evidence of understanding the Ofsted framework of inspection and SEND reforms.  |
| 28.                                    | Extensive experience of working with school improvement systems.  |
| 29.                                    | Experience of financial management including evidence of budgetary control, monitoring and risk assessment.   |
| 30.                                    | Experience in business planning, performance management.  |
| 31.                                    | Must be able to evidence performance improvements in services they have led.  |
| 32.                                    | Working knowledge of service/s.   |
| 33.                                    | Knowledge and understanding of relevant legislation.  |
| 34.                                    | Awareness of the importance of public and political accountability, media relations and quality customer care.  |
| 35.                                    | Ability to operate in a commercial environment and generate income where appropriate to support service sustainability.   |
| 36.                                    | Ability to communicate positively and persuasively to gain support on key issues.   |
| 37.                                    | Data analysis to inform service design.   |
| 38.                                    | Ability to organise oneself in the face of conflicting demands and priorities and work effectively under pressure.  |
| 39.                                    | Ability to produce and interpret complex reports.   |
| Other (including special requirements) |   |
| 40.                                    | <b>Equal Opportunities</b><br>We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.  |
| 41.                                    | <b>Health and safety</b><br>All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.  |
| 42.                                    | <b>Customer Focused</b><br>We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.  |
| 43.                                    | <b>Safeguarding Commitment</b><br>We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.   |
| 44.                                    | <b>Skills Pledge</b><br>We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already. <ul style="list-style-type: none"> <li>This is an essential car user post - In certain circumstances consideration may be given to applicants who are unable to drive due to a disability.</li> </ul> |





# Terms of employment and employee benefits

## Salary

The Grade D2 scale is £98,919 to £107,384 pa, increasing in four increments (pay award pending from 01 April 2023).

## Annual leave

A minimum of 26 days' annual leave, increasing to 32 days after 5 years' continuous local government service, plus 8 public holidays and 2 extra days' leave at Christmas.

## Additional annual leave purchase scheme

The ability to purchase an additional 20 days' leave, allowing you to maximise your work/life balance and make the most of your time away.

## Relocation expenses

Up to a maximum of £9,364 (net of VAT) with a further £2,000 available in certain circumstances.

## Car lease

You will be eligible to access the council's car lease scheme for senior officers or an alternative annual cash amount of £5,300 per annum.

## Flexible working

We have an overall commitment to exploring flexible working opportunities. From experience we know that a flexible approach can benefit both you and us and we have support in place for our teams to access.

## Inclusivity

Our aim is to ensure that everyone is equally valued and respected and that our organisation is representative of all members of society, working in an environment where individual differences are celebrated. We would like to improve the diversity of our top team to better reflect the people we serve, so are particularly keen to hear from you if you are a person of colour, from the LGBTQ+ community or have a disability.

## Development

Our people add our greatest value. We actively encourage a learning culture where we view every new project as an opportunity to learn and develop, where responsibility and accountability are things to be cherished and innovation is seen in standard working practices.

We will ensure that personal and professional growth and development opportunities are available, including time for supportive reflection and supervision for yourself. You'll have the opportunity to make a difference, feel valued and achieve the job satisfaction you've always wanted.



## Pension

Membership of the Local Government Pension Scheme.

## Shared cost AVCs

These differ from normal AVCs that other organisations can offer as we also contribute to your AVC when you do.

## Conditions of Service

The conditions of service are those set by the National Joint Council for Local Government Services and by the county council.



# Our vision

Our vision is to make Lancashire the best place to live, work, visit and prosper. It's not just words, but we strive to work as 'one team' with everyone taking personal responsibility to deliver their best every day.

We want Lancashire to be the county people choose to create a home and sense of community, raise their children, develop a career and grow old in. We are committed to developing and celebrating our diverse communities, heritage and landscape to create a strong sense of place that we can all be proud of.

Our Vision is:

Lancashire will be the place to live

Lancashire will be the place to work

Lancashire will be the place to prosper

Lancashire will be the place to visit

Lancashire will be the place where everyone acts responsibly

# Our values

Helping you to make Lancashire the best place to live, work, visit and prosper.



## Supportive

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.



## Innovative

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.



## Collaborative

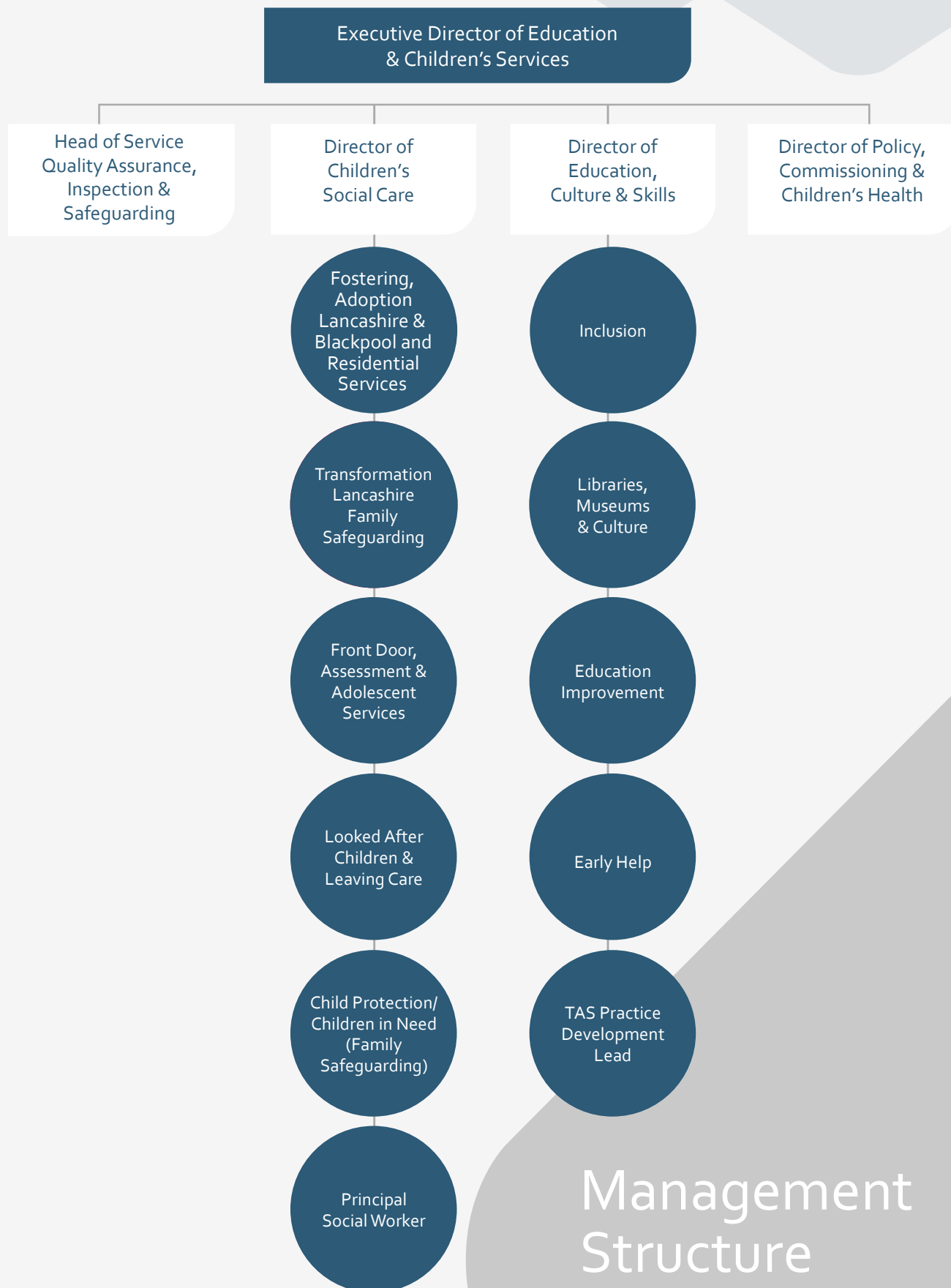
We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.



## Respectful

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.





## Management Structure



# County political arrangements and cabinet members

Our corporate governance structure consists of a leader, a cabinet and an overview and scrutiny function. The full council, which sets the budget and council tax levels and approves the council's policy framework, comprises of 84 county councillors.

Full council appoints the leader, who then appoints cabinet members. The cabinet, chaired by the leader of the county council, implements policy and runs county services. Individual cabinet members have been given specific areas of responsibility, but all decisions are taken collectively by cabinet.

The current political composition of seats on the council is:

- Conservative 49
- Labour 31
- Green 2
- Liberal Democrat 2

The county council elections take place every 4 years and were last held in May 2021.

## District and parish councils

The Lancashire County Council administrative area has 12 district councils and over 200 parish and town councils.

### **The districts are:**

Burnley Borough Council  
Chorley Borough Council  
Fylde Borough Council  
Hyndburn Borough Council  
Lancaster City Council  
Pendle Borough Council  
Preston City Council  
Ribble Valley Borough Council  
Rossendale Borough Council  
South Ribble Borough Council  
West Lancashire Borough Council  
Wyre Borough Council

We also work closely with Lancashire's unitary authorities, Blackpool and Blackburn with Darwen.



## Parliamentary seats

The County of Lancashire has 14 members of parliament

Rossendale & Darwen

West Lancashire

Fylde

Preston

Ribble Valley

South Ribble

Chorley

Wyre & Preston North

Morecambe & Lunesdale

Lancaster & Fleetwood

Pendle

Hyndburn

Blackpool North & Cleveleys

Burnley

Jake Berry MP (Conservative)

Rosie Cooper MP (Labour)

Mark Menzies MP (Conservative)

Mark Hendrick MP (Labour)

Nigel Evans MP (Conservative)

Katherine Fletcher MP (Conservative)

Sir Lindsay Hoyle MP (Labour)

Ben Wallace MP (Conservative)

David Morris MP (Conservative)

Cat Smith MP (Labour)

Andrew Stephenson MP (Conservative)

Sara Britcliffe MP (Conservative)

Paul Maynard MP (Conservative)

Antony Higginbotham MP (Conservative)







# How to apply

## Your application should include:

- a current CV, including details of your current salary;
- a supporting statement (of no more than 4 pages) setting out how you meet the criteria set out in our person specification;
- the names, positions, organisations and contact details of two referees, one of whom should be your current or most recent employer (if you do not wish us to approach your referees without your permission, please clearly state this); and
- details of any dates when you will not be available or when we might have difficulties contacting you

## Submit your application

Please submit your application to [ECS@lancashire.gov.uk](mailto:ECS@lancashire.gov.uk)

Please feel free to contact us for an initial informal and confidential chat, contacting Ann Vallely (ED Senior PA) on **01772 530817** or email "[ann.vallely@lancashire.gov.uk](mailto:ann.vallely@lancashire.gov.uk)" who will be able to arrange a time for you to speak to Jacqui Old CBE (ED Education & Children's Service).

## Recruitment timetable

|                               |                           |
|-------------------------------|---------------------------|
| Closing date for applications | 10th September 2023       |
| Candidate longlisting meeting | 13th September 2023       |
| Technical Assessment          | 18th September 2023 (tbc) |
| Assessment Centre             | 27th September 2023       |
| Proposed Start Date           | 3rd January 2024          |

