

<b>Role Title</b>	<b>Head of Education Operations and Payments</b>
<b>Job Family</b>	<b>Education Operations and Performance</b>
<b>Competency Level</b>	<b>Senior Manager</b>
<b>Pay Scale</b>	<b>PO11</b>
<b>Purpose</b>	
<p>To lead, plan, develop and deliver an expert professional business operations, payments and performance service within the Education Service area. To support the development, management and delivery of Council services. Manage staff responsible for service delivery / support within the service area. To ensure the Council maximises service outcomes in relation to cost.</p> <p>To deliver the above requirements in relation to:</p> <ul style="list-style-type: none"> <li>• Meeting the Councils statutory duty to secure free early education and childcare places to children under 5 who are eligible for a place, as well as childcare for children aged 0 to 14 or up to 18 for disabled children, by: <ol style="list-style-type: none"> <li>1. creating and retaining high quality places by working with potential providers and existing providers</li> <li>2. commissioning high quality providers</li> <li>3. delivering information advice and training which empowers providers to remain financially sustainable and provide quality places that comply with business related statutory requirements.</li> </ol> </li> <li>• Deliver grant funded programmes related to early education and childcare and out of school/enrichment activities for school age children</li> <li>• Meeting the Councils Statutory Duties in relation to encouraging, monitoring and reporting on participation in early learning and childcare and post 16 education services by children and young people</li> <li>• Meeting the Councils statutory and non-statutory requirements with regards to communication with internal and external stake holders</li> <li>• To provide a range of information advice and training to Early Years, Childcare providers and Schools regarding running sustainable businesses which comply with statutory requirements.</li> <li>• Complying with the Councils statutory duty to develop and implement a transparent formula to fund and make payments to all providers who deliver the Governments free early education and childcare scheme in line with the DfE's and Education and Skills Funding Agencies Early Years requirements.</li> <li>• Complying with the Councils statutory duty to develop and implement financial procedures in order to make payments to Ofsted/DfE registered settings, commissioned providers and individuals from the High Needs Block (HNB) of the Dedicated Schools Grant (DSG) in line with the DfE's and Education and Skills Funding Agencies requirements.</li> </ul>	

- Develop and deliver arrangements for the delivery of financial trading services delivered by the education service
- Providing a range of business operations/support services across the education service

Support the Assistant Director Business Operations and Performance, deputising when required, and working collaboratively with colleagues and external partners to develop services for Families through developing and delivering relevant strategies and service plans.

Support the Assistant Director Business Operations and Performance and Director of Education to achieve the aims and desired outcomes of the Council.

<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
<p>Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>External inspections are managed effectively.</p> <p>Service delivers excellent customer service.</p>
<p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p> <p>Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</p>	<p>Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p> <p>Customer outcomes are clearly understood and specified.</p>

	<p>Services / goods are delivered on time, to budget and standards agreed.</p> <p>Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> <p>Expected operational efficiencies are realised.</p>
<p>Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.</p>	<p>Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development.</p> <p>Progress against objectives is effectively monitored and delivered.</p>
<p>Ensure the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>

<p>Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.</p>	<p>Safeguarding standards are monitored and maintained in compliance with Council policy.</p> <p>Appropriate safeguarding training is provided.</p>
<p>Implement a risk management programme and advise on issues affecting Council service areas.</p>	<p>Business threatening situations are recognised, planned for and managed or escalated as appropriate.</p> <p>Systems and governance are in place to and respond promptly to critical events.</p> <p>Continuous service is provided.</p>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>
<p><b>Job Specific Accountabilities:</b></p>	
<p>Work in partnership with the Assistant Director Business Operations and Performance and Director of Education to develop strategic plans in relation to Operations and Payments Services</p>	<p>Strategic plans developed which focus on the long-term vision and overall direction of the Education Service, which align with the Councils goals and statutory requirements.</p>
<p>Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties in relation to securing free early education and childcare places to children under 5 who are eligible for a place, as well as childcare for children aged 0 to 14 or up to 18 for disabled children, by creating and retaining high quality places by working with potential providers and existing providers</p>	<p>Service plans and operational policies and procedures in place in order to ensure:</p> <p>Sufficient high-quality childcare places are available for those who wish to take up a place in their chosen locality at the times that they need them</p> <p>Sufficient and sustainable wrap around childcare, before and after school and during holiday periods, within the borough for children aged 0-14, or up to 18 for disabled children whose parents are working or undertaking work-related training is available</p> <p>Providers and Schools have access to support, advice and training as well as development opportunities that lead to strong leadership &amp; governance, financially sustainability and quality service delivery.</p> <p>Early Years, Childcare providers and Schools providers meet their legal, statutory and</p>

	contractual requirements, particularly those around business functions.
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Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties in relation to encouraging, monitoring and reporting on participation in early learning and childcare and post 16 education services by children and young people	Service plans and operational policies and procedures in place in order to ensure the Council meets its statutory duties in relation to encouraging, monitoring and reporting on participation in early learning and childcare and post 16 education services by children and young people
Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory and non-statutory requirements with regards to communication with internal and external stake holders	Service plans and operational policies and procedures in place in order to ensure the Councils meets its requirements with regards to communication with internal and external stake holders including an online directory of early years and childcare provisions and publication of the Councils Local Offer.

	<p>There are robust arrangements in place in relation to non-statutory communication requirements with internal and external stake holders and outcomes and impact are evidenced</p>
<p>Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties in relation to developing and implementing a transparent formula to fund and make payments to all providers deliver the Governments free early education and childcare scheme</p>	<p>Service plans and operational policies and procedures in place in order to ensure the Council meets its statutory duties in relation to developing and implementing a transparent formula to fund and make payments to all providers deliver the Governments free early education and childcare scheme.</p> <p>No significant concerns are identified by the Councils Audit processes or the DfE/ESFA in relation to arrangements that are in place.</p>
<p>Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties in relation to making payments to Ofsted/DfE registered settings, commissioned providers and individuals from the High Needs Block</p>	<p>Service plans and operational policies and procedures in place in order to make payments to Ofsted/DfE registered settings, commissioned providers and individuals from the High Needs Block.</p> <p>No significant concerns are identified by the Councils Audit processes or the DfE/ESFA in relation to arrangements that are in place.</p>
<p>Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties in relation to deliver grant funded programmes related to early education and childcare and out of school/enrichment activities for school age children in line the grant terms and conditions</p>	<p>Service plans and operational policies and procedures in place in order to deliver grant funded programmes related to early education and childcare and out of school/enrichment activities for school age children in line the grant terms and conditions.</p> <p>No significant concerns are identified by the Councils Audit processes or the DfE/ESFA in relation to arrangements that are in place and full grant funding is received.</p>
<p>Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals in relation to the delivery of financial trading services delivered by the education service</p>	<p>Service plans and operational policies and procedures in place in relation to the delivery of financial trading services delivered by the education service.</p> <p>Services operate on a break-even or profit making basis.</p>
<p>Work in partnership with the Head of Admissions and Place planning to deliver the Council's statutory duty to carry out</p>	<p>Regular childcare supply vs demand analysis completed and sufficiency report produced and published, annually as a minimum</p>

<p>supply vs demand analysis and produce childcare sufficiency assessments based on a range of qualitative and quantitative data</p>	
<p>Lead on the development and implementation of monitoring of compliance with FEEE Funding agreements or contractual requirements and associated Team Around the Setting and Provider Risk Register procedures</p>	<p>Contracts are effectively monitored and provide evidence of continuous improvement.</p> <p>Quality of provision is improved</p> <p>Process in place to identify, support and take appropriate intervention/cessation process action where providers are found to be non-compliant with FEEE Funding agreements, contractual requirements and/or statutory guidance.</p> <p>Non-compliance as well as poor quality and/or unsafe provision is addressed in line with statutory guidance.</p>
<p>Lead, plan, develop and deliver a range of business operations and financial support to the wider Education Service</p>	<p>Business operations and financial support provided to the wider Education Service, including procurement, performance and planning, in line with LA and statutory requirements</p>
<p>Collate and analyse a range of information in order to produce and present a range of accurate performance and financial reports in relation to area of responsibility in partnership with internal and external partners as appropriate for relevant statutory returns as well as Schools Forum, Scrutiny, Cabinet reports and other meetings and boards as required</p>	<p>Statutory requirements are met.</p> <p>High quality accurate returns are submitted to the DfE which accurately reflect the Waltham Forest picture and maximise income</p> <p>expert advice, guidance and support on complex issues is provided to Senior Managers, Members and others on issues relevant to the service area</p> <p>High quality service information and performance data is produced which accurately reflects the Waltham Forest picture which is used to inform Education</p> <p>Service planning as well as services planning for internal and external stakeholders</p>
<p>Co-ordinate timely and appropriate responses to complaints, FOI's, SAR's, MP and Cllr enquiries in relation to area or responsibility in line with service procedures</p>	<p>Queries / complaints are effectively managed. Appropriate action is taken to resolve the issue. Customers /stakeholders are satisfied</p>
<p>Co-ordinate quality assurance responses to politically sensitive and/or complex complaints or requests for information for</p>	<p>High quality accurate and timely responses to requests from senior leaders within the Council, MP's Councillors, Senior Leaders</p>

<p>area of responsibility</p>	<p>within schools and other stakeholder organisations and members of the public are provided</p>
<p>Lead on delivery of policies and procedures to collate evaluation and performance management information that will measure the outcomes and impact of area of responsibility , which in turn informs the wider Education service planning and strategic vision.</p>	<p>The level of customers /stakeholders satisfaction is monitored and appropriate actions taken to address concerns.</p> <p>There are strong links, partnerships and collaborative working arrangements</p> <p>Service planning and strategic vision is evidence based</p>
<p>Lead on delivery of policies and procedures in order to ensure effective quality assurance mechanisms and systems are in place.</p>	<p>Policies, procedures and controls ensure that the service is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Ensure working practices and processes are developed that maximise efficient and effective delivery of services.</p>
<p>Ensure services commissioned from internal services and/or external providers are in line with strategic, service and statutory requirements and achieve best value</p>	<p>Procurement/engagement processes are in line with Council policies and procedures</p> <p>Clear Scope/specification</p> <p>Clear/SMART KPI's, outcomes and impact requirements</p> <p>Arrangements in place to deal with under performance/non compliance</p>
<p>To keep up to date with legislation, policy and changing environment/population behaviour.</p> <p>Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders in relation to area of responsibility</p>	<p>High quality accurate and timely communication provided to Heads of Service and and senior representatives from external organisations other stakeholder organisations and members of the public</p> <p>Provide expert advice, guidance and support on changes necessary due to legislation, policy or guidance changes.</p> <p>Provide advice and guidance to Senior leaders regarding implications of changes.</p> <p>Be aware of how changing demographic impacts on strategic and service plans and provide evaluation and advise accordingly</p>
<p>Lead on the progression of the Digital by Default agenda and identify areas where ICT can be used more effectively to</p>	<p>A range of efficient digital processes identified and implemented.</p> <p>A digital claim and payment system developed</p>

improve service delivery and provide required outcomes	and implemented
Lead on delivery of policies and procedures in order to ensure that service is delivered in line with the Council's and statutory equality, diversity and inclusion requirements	Service is delivered in line with the Council's and statutory equality, diversity and inclusion requirements
Publish, record and retain information in line with General Data protection Regulations (GDPR), equality and disability requirements	Information is published, recorded and retained in line with General Data protection Regulations (GDPR), equality and disability requirements

### **Nature of Contacts**

Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

### **Procedural Context**

Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Occasionally the post will be expected to work from other locations

### **Key Facts and Figures**

Enable others to understand changes and developments in relevant area and learn new processes / procedures.

Responsible for ensuring contractors / providers deliver to agreed standards.

May manage project teams of both internal staff and external contractors / consultants

### **Resourcing**

**Budget Responsibilities:** Responsible for quality assuring EYB and HNB revenue payments of approx. £100 million per annum

Ensuring services are delivered with allocated service and HNB/EYB budget

**Supervisory Responsibilities:** Up to 5 people

### **Knowledge, Skills and Experience**

- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements relating to securing free early education and childcare places to children under 5 who are eligible for a place, as well as childcare for children aged 0 to 14 or up to 18 for disabled children, by creating and retaining high quality places by working with potential providers and existing providers, commissioning high quality providers and delivering information advice and training which empowered providers to remain financially sustainable and provide quality places that comply with business related statutory requirements.
- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements relating to encouraging, monitoring and reporting on participation in early learning and childcare and post 16 education services by children and young people
- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements relating to meeting the Councils statutory requirements with regards to communication with internal and external stake holders
- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements relating to developing and implementing a transparent formula to fund and make payments to all providers who deliver the Governments free early education and childcare scheme.
- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements relating to develop and implement financial procedures in order to make payments to Ofsted/DfE registered settings, commissioned providers and individuals from the High Needs Block (HNB) of the Dedicated Schools Grant (DSG)
- Experience of develop and deliver arrangements for the delivery of financial trading services
- Significant experience in developing and implementing strategic plans and evaluating their impact, seeking continuous improvement and associated challenges
- Knowledge of project and performance management and a track record of delivering projects using data informed decision making.
- Experience of translating organisational vision into department/team priorities and service plans
- Ability to demonstrate effective involvement of stakeholders in service development and delivery, harnessing the benefits of partnership working by persuading,

convincing and negotiating.

- Experience of monitoring service performance against national service, council performance targets and other service providers
- Experience of using complex, multi-source data to identify areas for improvement and gain efficiencies
- Experience of identifying innovative solutions that transform the flexibility, responsiveness and quality of the service
- Experience of commissioning and contract monitoring services
- Experience of using digital opportunities to identify areas where ICT could be used more effectively to improve service delivery and provide required outcomes
- Strong analytical skills and ability to interpret and utilise data and experience of collation and analysis of complex information in order to produce accurate information, performance and financial data and reports at a high level.
- Awareness of local, regional, and national educational issues and legislation, including wider local government issues and the political context in which it operates.
- Experience of using an understanding of political agenda to create effective solutions and drive improvements
- Effective ICT skills

#### **Indicative Qualifications**

Educated to degree standard or equivalent  
 Relevant professional qualification

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.