

<b>Role Title</b>	<b>Head of Inclusion</b>
<b>Job Family</b>	<b>Childrens Services – Education</b>
<b>Competency Level</b>	<b>Senior Manager – Head of Service</b>
<b>Pay Scale</b>	<b>Soulbury 25-28 / P011</b>
<b>Purpose</b> <p>The Head of Inclusion role will provide strategic and operational leadership for the local authority's Inclusion services, including the advisory teaching teams, ensuring high-quality and inclusive education for children and young people with social emotional and mental health (SEMH) needs, neurodiversity, medical needs requiring home tuition, for all school aged children and also those within the early years.</p> <p>The postholder will lead teams of advisory teachers, outreach workers and early years inclusion specialists, ensuring that statutory responsibilities are met, and that inclusive practice is embedded across all education phases. The role will lead change, champion equity and drive inclusive practice working in partnership with young people, schools, settings, families, and external partner agencies to ensure all young people in Waltham Forest can access high quality education.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
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>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>
Manage responses to complex professional or politically sensitive issues within the area of responsibility.	<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>
Manage key relationships with delivery	

partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.	<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>
Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.	<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>
Ensure the development and delivery of continuous improvements in all aspects of the service.	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	<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>
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	<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>

	Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.	Safeguarding standards are monitored and maintained in compliance with Council policy.  Appropriate safeguarding training is provided.
Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate.  Systems and governance are in place to and respond promptly to critical events.  Continuous service is provided.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed.  Suitable health and safety instruction and training are provided.  There is a safe working environment.
<b>Job Specific Accountabilities:</b>	
<b>Strategic Leadership of Inclusion Services</b>	Lead the development and delivery of the local authority's Inclusion strategy ensuring alignment with statutory duties and local priorities for inclusive education.
<b>Oversight of Specialist Teams including advisory teaching teams.</b>	Manage and support teams including, SEMH advisory teachers, outreach workers, neurodiversity and medical tuition specialists, and early years inclusion advisors to deliver high-impact support across settings; including individual consultation, modelling best practice and delivery of training.
<b>Promote Inclusive Practice in Early Years</b>	Promote and embed inclusive practice in early years settings ensuring children with additional needs are identified early and supported effectively.
<b>Oversight of Medical Tuition</b>	Oversee provision for children unable to attend school due to medical needs ensuring access to high-quality education through home or hospital tuition and tailored support.
<b>SEMH Strategy development</b>	Lead the development of SEMH pathways and interventions, working with schools and both internal and external partner services to reduce

	exclusions and support emotional wellbeing.
<b>Lead effective Partnerships and Co-production</b>	Work collaboratively with schools and parents and the young people themselves, to ensure an authentically co-produced service.
<b>Reporting and Quality Assurance</b>	Ensure robust systems are in place across all services to monitor performance and evaluate impact. Write and present reports for senior board meetings, provide strategic updates to elected members and senior officers.
<b>Policy Development</b>	Lead the development and implementation of policies that meet legal and regulatory requirements.
<b>Budget and Resource Management</b>	Manage delegated budgets effectively ensuring value for money and appropriate allocation of resources.
<b>Representation and Advocacy</b>	Represent the local authority at regional and national forums advocating for inclusive education and influencing policy and funding decisions.
<b>Safeguarding</b>	Ensure that safeguarding is embedded across all inclusion services and with all colleagues and partners, working in line with statutory guidance and local safeguarding protocols to keep children and young people safe.

### **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:

Supervisory Responsibilities:

- Knowledge, Skills and Experience
- Qualified teacher status
- Evidence of continued professional development
- Evidence of Strategic leadership experience in education or inclusion services.
- Ability to lead complex services and drive inclusive education strategies across diverse teams and settings.
- Proven experience in leading inclusion or SEND services within a local authority or similar setting.
- Experience of managing a complex operational service, including financial budgets and resources
- Excellent written and verbal communication skills with the ability to influence senior stakeholders
- Practical experience of managing and using ICT systems to deliver results
- Experience of contributing to Educational Strategic Planning
- Ability to drive forward change and motivate staff
- Ability to analyse complex issues and develop creative solutions,
- Knowledge of social, emotional and mental health needs, neurodevelopmental conditions (e.g. autism, ADHD), and evidence-based approaches to support.
- Understanding of inclusive practice in early years settings, including developmental milestones, early intervention strategies, and EYFS statutory guidance.
- Ability to work under pressure and to tight deadlines and effectively plan, organise and manage a complex workload
- Ability to analyse performance data and evaluate impact
- Show commitment to inclusion
- Have knowledge of current educational issues
- Demonstrate experience of working in partnership with outside agencies including other learning settings
- Commit to choice and flexibility to meet personalised learning needs of all pupils
- Commit to equal opportunities and diversity
- Understanding of the childrens and families act, SEND code of Practice, and other relevant statutory frameworks
- Comprehensive knowledge of safeguarding legislation

**Indicative Qualifications**

QTS

Desirable – SENDco qualification or equivalent

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.