

# Role Profile

## Part A - Grade & Structure Information

<b>Job Family Code</b>	<b>13PCS</b>	<b>Role Title</b>	<b>Service Manager for SEND Operations</b>
<b>Grade</b>	PS13	<b>Reports to (role title)</b>	<b>Assistant Director SEND</b>
		<b>Directorate</b>	<b>Children, Families &amp; Lifelong Learning</b>
<b>JE Band</b>	614-734	<b>Service</b>	<b>Education &amp; Lifelong Learning</b>
		<b>Team</b>	<b>SEND</b>
		<b>Date Profile updated</b>	<b>25/02/2025</b>

## Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

### Role Purpose including key outputs

The purpose of this post is to oversee the quality, finance, staffing, placements, systems and IT elements of the SEND service. The post holder will be key link with the commissioning teams to ensure that the commissioning strategy takes into account SEN service intelligence - contributing to specialist provision needs analyses; development of service specifications; procurement of services, monitoring and evaluation, service/market development and service user voice.

The post holder will be the key link with procurement leads to ensure that SEND service staff and services commissioned by the SEND service are commissioned through use of appropriate procurement methods.

They will line manage the placement coordinator and take a strategic lead for the SEND placement consultation process and placement decision process and ensure recommendations are in line with policy across the county.

They will be the strategic lead for the annual Key Stage Transfer process so that it is managed and completed by SEND staff in a timely manner

The post holder will have strategic oversight of staffing allocations across teams so that the SEND service staffing team operates at full capacity in an equitable way across age ranges and areas, including the coordination of staffing levels, oversight of recruitment, training and development via the quality managers team.

The post holder will lead on service improvements within the SEND teams working with the Head of SEND - ensuring the delivery of high quality Education, Health and Care Plans (EHCP) and person-centred services that lead to positive experiences and outcomes for children and young people with additional needs and their families.

Key outputs:

- To lead on the implementation of practice standards for SEND teams within the SEND service.
- To work closely with the Children's Workforce Academy lead on the development and implementation of a workforce training and development strategy for all professionals working with children and young people with additional needs, wider Education and Lifelong Learning professional or alternatively qualified staff (excluding teaching staff). Lead on the induction, continuous professional development and supervision programme implementation for SEND service staff and ensure key performance indicators are embedded in performance management
- To oversee regular and ad hoc audits of the quality and impact of EHCPs and practice, triangulating the results with the learning arising from complaints and appeals to the tribunal and providing regular strategic reports and recommendations for learning and service improvement to senior managers. Ensuring that our planning and practice meets the needs of a diverse range of children and meets our Equality, Diversity and Inclusion priorities.
- To drive forwards practice improvements so that SEND teams deliver high quality services that enable children and young people with additional needs to lead their best possible life. This includes restorative approaches, mediation and early resolution, embedding a high support high challenge culture, coproductive approaches and collaborative partnerships.
- To ensure that Personal Budgets, including those for EOTAS (Education other than at school) packages, are monitored effectively so that they continue to support the child/young person to meet the outcomes within their plan.

The post holder will manage and oversee system developments working with colleagues in IT to ensure system improvements are implemented and training delivered.

The post holder

- may need to represent the LA at regional and national SEND forums and meetings.
- may be required to undertake and coordinate projects using best practice locally, nationally and internationally to inform improvements.
- will need to have the willingness and ability to travel around the county to meet the demands of the service and attend scheduled evening meetings where necessary.

The post holder will manage and oversee the work of the SEND finance team (SEND based) supporting EHCP cost containment strategy and action plan implementation. They will oversee production of the monthly SEND newsletter and internal communications strategy ensuring staff are regularly kept up to date and have an opportunity to coproduce service developments.

The post holder will have strategic oversight of the service KPIs and work with data colleagues to ensure relevant data reports are available and support SEND service performance reporting to a wide range of forums including forums for stakeholders, members, senior leaders and relevant service managers. Work collaboratively with senior colleagues in delivery of the Council's priorities.

Provide professional leadership and ensure effective performance management of team/s and/or colleagues, strengthening team skills and competence.

	<p>Role model the council's behaviours and management expectations and ensure that all approaches and outcomes are consistent with organisational and public service values. Manage transformational change activity and embed new ways of working to ensure high quality service delivery and value for money.</p> <p>Maintain effective budgetary control, while ensuring legal, regulatory and policy compliance within area of responsibility.</p> <p>Work inclusively with a diverse range of stakeholders and promote equality of opportunity. Demonstrate a relational approach, prioritising relationship-building and fostering trust. Support the SEND communication strategy content and approach.</p> <p>Support leaders in safeguarding SEND processes.</p> <p>Manage efficient and timely reporting of key areas of operational delivery and performance indicators.</p>
<b>Work Context</b>	<p>The Local Authority currently maintains over 16,000 EHCPs and there is an average of 3,000 requests for assessment annually. The Service manager will need to work within a complex SEND system where they will need to influence and shape the system so that supports the best outcomes for children and young people.</p> <p>The post holder will need to instill an ethos of personal accountability in all the related services and teams in providing high quality services and improving the lives of children and young people. They will need to forge positive and beneficial relationships with partners (such as parents/carers, young people, schools, health services, education providers voluntary organisations and elected members) to ensure the delivery of services that improve outcomes for children and work innovatively to create efficiencies of scale and pool resources in order to maximise the use of public funds.</p>
<b>Line management responsibility</b> if applicable	Directly responsible for around 6 staff members.
<b>Budget responsibility</b> if applicable	Directly support delivery of the budget held by the SEN team. Take decisions within the finance framework, decision making protocol and delegated authorities.
<b>Representative Accountabilities</b> Typical accountabilities in roles at this level in this job family	<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Manage risk in relation to service delivery ensuring safeguarding issues are addressed, and contribute to the corporate risk management framework.</li> </ul> <p><b>Service Development</b></p> <ul style="list-style-type: none"> <li>• Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity.</li> <li>• Drive change and embed new ways of working to ensure high quality service delivery and value for money.</li> </ul> <p><b>Planning &amp; Organising</b></p> <ul style="list-style-type: none"> <li>• Develop and ensure implementation of operational and service plans and policies, play a key role in long term plans to develop and implement new initiatives and operational systems.</li> <li>• Assist in the production of service plans, including the setting, monitoring and evaluation of service targets.</li> </ul>

	<p>Finance/Resource Management</p> <ul style="list-style-type: none"> <li>• Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered.</li> <li>• May have indirect influence on significant commissioning budgets.</li> </ul> <p>Work with others</p> <ul style="list-style-type: none"> <li>• Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery.</li> <li>• Work with a range of agencies and partners to develop services in line with government policies, and to promote and coordinate initiatives.</li> </ul> <p>People Management</p> <ul style="list-style-type: none"> <li>• Manage the service delivery of teams and units and ensure all cases, including complex and high risk are progressed in line with quality, national and legislative standards.</li> <li>• Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements.</li> </ul> <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality &amp; Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety &amp; Welfare: To maintain high standards of Health, Safety and Welfare at work and take reasonable care for the health and safety of themselves and others.</p>
<b>Education, Knowledge, Skills &amp; Abilities, Experience and Personal Characteristics</b>	<ul style="list-style-type: none"> <li>• Degree or equivalent professional qualification/registration plus substantial experience at a senior management level in a specialist area.</li> <li>• Deep understanding of relevant legislation and practice standards.</li> <li>• Deep knowledge and awareness of broader contextual factors affecting national service delivery.</li> <li>• Ability to exercise a significant degree of interpretive and constructive thinking and evaluative judgement appropriately.</li> <li>• Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application.</li> <li>• Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility.</li> <li>• Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners.</li> <li>• Competent in a range of IT tools including MS Office and database management systems and able to promote the use of IT systems within the service.</li> <li>• High level problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change.</li> <li>• Proven ability to assess risks and benefits and respond appropriately.</li> <li>• Clear evidence of political acumen.</li> <li>• Wide experience in successful leading, motivating, coaching, mentoring and developing staff.</li> <li>• Satisfactory DBS clearance might be required.</li> </ul>

<b>Details of the specific qualifications and/or experience if required for the role in line with the above description</b>	Degree or equivalent professional qualification Deep understanding of SEND legislation Proven track record of leadership within SEND or relevant related field Proven track record of managing a range of related responsibilities and co-ordinating service delivery in a multi-disciplinary environment. A positive outlook that celebrates success, builds on a framework of good practice and seeks constructive solutions to problems. Willing and able to travel around the county to meet the demands of the role and to work from different sites if required.
<b>Role Summary</b>	Roles at this level plan, organise and manage large and complex teams or specific service areas, and /or coordinate activity across different functions to contribute to the council's social care and inclusion duties. Their work usually includes policy development, developing and implementing operational plans and helping to develop and deliver strategy. Planning takes place over a longer period (year or more). They will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or council objectives. Roles at this level require extensive management experience and high level expertise. They exercise a significant degree of flexibility and independence for decision making within their particular functional area, working to broad

<b>Reference Number</b>	<b>BM-2025-202</b>
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