

**HEREFORDSHIRE COUNCIL**
**ROLE PROFILE: HEAD OF SERVICE (DELIVERER & PROVIDER) – SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)**
**ROLE PURPOSE:**

The purpose of the role is to be responsible for the strategic leadership of a large, complex service area(s) to meet identified customer and community needs in the most efficient way. The Head of SEND will be an ambassador of best practice; someone who is creative, innovative and motivated to support the senior leaders deliver high quality and effective SEND services. The postholder is accountable for leading and managing specific Council services at a tactical delivery level, providing professional expertise, leading on a complex programme or the commissioning of services for the Council.

**ACCOUNTABILITIES**

1. Develop and deliver an agreed annual operating plan for service area(s), established in line with the HPS operating model and medium-term priorities, focusing on the needs of the defined localities within Herefordshire.
2. Translate the HPS vision and its implications to the service area, ensuring systems and processes are integrated and aligned and people are motivated accordingly.
3. Scan the external horizon to take advantage of opportunities and best practice to improve results.
4. Develop policies, systems, processes and ways of working that are efficient, integrated and responsive to locality-based customer needs in both the short-term and long-term.
5. Plan, manage and monitor the use of available financial, physical and human resources, making efficiency savings and/or negotiating and securing additional resources where possible, to align the use of resources with the strategy for the overall service area.
6. Provide advice, challenge and encouragement to others across HPS to establish high levels of ambition and insight in pursuit of sustained service excellence.
7. Lead a multi-disciplinary service area(s) by setting high expectations of performance, dealing with poor performance effectively, and by being a role model for others.
8. Deliver a coherent approach to talent management, staff development and training within the service area(s), and oversee its implementation, in order to drive performance improvement.
9. Ensure that the service area(s) operates effectively and in compliance with legislation, organisational policies and procedures, providing technical guidance and recommending changes/improvements where appropriate.
10. Influence and interact at a senior level internally and within external organisations, representing and championing the range of services within the functional area, to develop new relationships that deliver shared objectives and increased investment in Herefordshire.
11. Proactively identify service risks and issues, assess and decide the best course of action where there may not be a clear solution. This includes contributing to HPS transformation activity to ensure its ambitions are met.
12. Provide periodic reports on performance against the operating plan and progress on key result areas, making appropriate adjustments proactively.

**SKILLS, KNOWLEDGE & EXPERIENCE**

- An experienced business unit leader with track record of delivering high quality public services
- Demonstrable expertise and significant record of achievement in a related service area.
- Experience of leading customer involvement initiatives and the use of market analysis approaches.
- Ability to think ahead and deliver innovative approaches to service delivery.
- Strong organisational/'political' awareness and track record of successful service delivery within a broader perspective than own service area.
- Able to facilitate change and implement corporate plan in own area.
- Good understanding of broader sector and emerging trends.
- Experience of leading operational staff and creating high performing teams.
- A track record of achieving value-for-money through a commercial approach.
- An excellent professional, technical and developmental record that is public service focused, including relevant specialist knowledge over more than one discipline/function applied over a significant period, acquired through qualification to Qualifications & Curriculum Framework Level 7 for specialist knowledge and managerial knowledge or equivalent experience for both.
- An excellent knowledge of Special Educational Needs and social inclusion

**Employees and culture**

- Employee engagement
- Working climate (high levels of motivation)
- Behaviour

**Relationships**

- Feedback from team(s) managed
- Influence on all stakeholders
- Senior management feedback
- Partner feedback

**PERFORMANCE MEASURES**
**Customer Service**

- Delivery of operating plan
- Customer satisfaction/ service quality
- Responsiveness to change
- Quality of life in County

**Value for Money**

- Efficiencies identified and achieved
- Cost reduction
- Service improvement

**SERVICE SPECIFIC ACCOUNTABILITIES**

- To develop and implement the vision & strategy for SEND, within the overall commissioning approach for Herefordshire, for children and young people in order to deliver better outcomes and improved life chances for children and young people in Herefordshire and strive to achieve/exceed performance targets within the Corporate and People's Services specific plans
- To ensure that statutory and legislative procedures are carried out effectively and set aspirational targets for improvement within SEND provision and services
- To ensure that the full range of learners with additional needs are identified, effectively monitored and supported
- To work collaboratively with Heads of Locality Services to ensure that front line services are delivered to children young people and families in a

- coordinated manner, and that where possible needs are met through universal and targeted services
- To provide effective communication with schools, governing bodies, children and young people, parents and carers and to ensure that feedback is used to develop provision and planning
  - To support the development of effective transition planning at each age and stage as appropriate for the children and young people
  - To be responsible for the Complex Needs Solutions Panel and CNS budget and specifically to take action to ensure this process and budget are effectively managed
  - To manage the SEN team in their delivery of the statutory assessment processes, and to manager SEN placements and financial controls in relation to Banded Funding
  - To provide oversight responsibility for the Pupil Referral Units and their placement policy
  - To act as Strategic lead for SEN/AEN for the LA

### LEADERSHIP BEHAVIOURS

**Customer Focus:** I always champion customer's needs and constantly challenging myself and others to think from a customer perspective

**Communities First:** I understand the needs of the local communities and influence others in way that will appeal to them specifically to achieved desired local outcomes

**Streamlining the Business:** I redefine the way we do business by positively challenging the way we do things to improve efficiency & remove duplication

**Better Services:** I work with partners & develop markets to drive the delivery over the long-term of innovative & new approaches to improve the quality of life of residents of Herefordshire

**People and Performance:** I manage an organisation where people are empowered & committed to delivering the HPS vision, supported by effective systems, proactive performance management & development

**I am not:**  
Territorial  
Closed to new ideas  
Accepting of mediocrity

**INDIVIDUAL TARGETS (following induction/appraisal)****STATUTORY DUTIES (service specific must be completed before the Role Profile is valid)**  
**Safeguarding**

- ◆ Children Act 1989
- ◆ Disability Discrimination Act 1995 (updated 2005)
- ◆ Education Act 1996
- ◆ Special Educational Needs and Disability Act (SENDA) 2001
- ◆ Special Educational Needs (SEN) Code of Practice 2001
- ◆ Learning and Skills Act 2000
- ◆ Connexions Framework 2001
- ◆ Statutory Guidance on Inclusive Schooling 2001
- ◆ Children Act 2004
- ◆ National Service Framework for Children, Young People and Maternity Services 2004
- ◆ Education Act 2005
- ◆ Education and Inspections Act 2006 s74
- ◆ Apprenticeship, Skills, Children and Learning Act 2009
- ◆ Autism Act 2009
- ◆ Promoting the Ed. Achievement of Looked After Children Statutory Guidance for Local Authorities (2010)

This post has been identified as a **group N0 7** Safeguarding post