

Job Title: Head of SEND Services	Role Profile Number: P/A
Grade: U	Date Prepared: February 2023
Directorate/Group: Children's Services	Reporting to: Director of Inclusion and Achievement
Structure Chart attached:	Yes

Job Purpose

To strategically lead the Special Educational Needs Service areas (SEND Statutory Casework; SEND Operations; Educational Psychology and Travel Teams) within Swindon Borough Council Children's Services (Education, Inclusion and Skills Directorate) and work effectively with colleagues across Children's and Adult Services, Swindon Borough Council and partners in order to ensure delivery of high quality, strengths-based and outcome focussed services in accordance with a range of statutory responsibilities and regulations.

Key Accountabilities

Service Wide:

- To work effectively with families of children and young people with SEND, ensuring that 'lived' experiences are fundamental to service improvements and ensure that the voice of the child and young person is at the heart of practice.
- To ensure that through quality assurance and effective performance management we are able to deliver high quality services which have measurable positive outcomes for children and young people and their families.
- To establish quality assurance activities and reporting to evaluate practice and improve services
- To establish and maintain strong partnerships with multi-agency partners to deliver effective support for children, young people and families.
- To collaborate with others to create the best results in services for all children, families, and especially vulnerable groups, including Children in care, care leavers, those on child protection plans or children in need, those children in statutory SEND services .
- To work with all early years, schools, colleges and other education providers or families who choose to educate at home to ensure statutory requirements are in place, especially for vulnerable groups and including those at early help and SEND support .
- To develop and create resilient teams through ensuring the right conditions are in place to secure a culture of best practice, self-improvement , solution focused using reflective practice , feedback, continuous learning, development and support.

- To recruit and retain the optimum workforce as required above.
- To develop data requirements, and to be able to understand, use, and promote the use of data to benchmark and analyse performance.
- Embed an approach across responsible teams which facilitates learning and development and an accountability to children, their families and the workforce.
- To observe practice across responsible services and provide meaningful feedback that supports improvement in service delivery.
- To strategically plan, manage and monitor the use of available financial, physical and human resources, and make efficiency savings to ensure that the strategy for the directorate is achieved.
- To co-produce strategic and service plans that are SMART, focused, outcome orientated, and ambitious.
- To be able to scan the horizon and be responsible to implement any changes in legislation, guidance and policy; and to identify innovation with proven results to bring to Swindon.
- To represent the directorate and department in a range of internal and external fora, conveying professional confidence and instilling trust in the organisation.
- To provide reports and briefings to Directors, Council elected members, scrutiny and cabinet as required in response to specific matters and/or development of policy and legislation relevant to the services.
- To manage risk effectively; to anticipate, plan for, and escalate issues which effect the service's resilience and effectiveness or where there is risk of reputational damage to SBC.
- To promote and develop good working relationships in accordance with HR policies and codes of practice, and to follow agreed procedures for the resolution of staff disputes, and concerns about absence, conduct, performance, and competence.
- To respond effectively to complaints about the service.
- To participate in the out of hours on call Senior Management Rota as required.
- To ensure that the statutory inspection process of all services are managed and all requirements of inspection are met in a timely way.
- To act as the Local Area Nominated Officer (LANO) for SEND OFSTED Inspections.
- To be accountable for reporting to OFSTED and the DFE through the SEND Annual Conversation and regular meetings with the DFE Regional Advisor.
- To ensure that any commissioned services are procured and monitored in line with the Council's Policies and Procedures.
- To lead, develop and maintain strong, forward thinking partnership arrangements with external bodies from the public and private sector locally, regionally and nationally to engage others in supporting, improving and sustaining quality SEND services which impact positively for our Children and Young People.
- To act as a role model providing effective leadership and inspiration for all areas of responsibility
- To work closely with the Childrens Services Performance Team to develop a single case management system that is fit for purpose and supports the processes of information sharing and case management.
- To ensure service delivery enhances quality of provision through effective performance management, risk management and quality assurance systems.

SEND Service:

- To provide strategic leadership and support service developments.
- To be a key partner in Local Area Partnerships (SEND Executive Board; SEND Strategic Partnership Board).
- To lead on the implementation and delivery of the six priorities within the SEND, Inclusion & Alternative Provision Strategy.
- To work collaboratively with other service areas to ensure early identification and appropriate packages of support for children with SEND are in place to ensure that children and young people are receiving the right support, at the right time in the right place.
- To work effectively with school leaders, private, independent and voluntary sectors to raise the standards of inclusion for children and young people with SEND ensuring that their needs are met whilst ensuring sustainability across the SEND system.
- To provide direct line management of the SEND Statutory Services Casework Manager; the SEND Operations Manager; the Delivery and Systems Team Leader; Quality Assurance Senior Officer and SEND & Inclusion Training Officer.

Educational Psychology:

- To provide strategic leadership and support service developments.
- To support a programme of traded services offer and to increase income streams.
- To oversee a systematic and accurate approach to providing data sets, thematic analysis and reports that support the Local Area's outcomes agenda.
- To support and embed the development of place based working, building stronger communicates in partnership with local authority, voluntary and community groups.
- To support the development of a peer support and befriending network across the SEND Service to provide a range of self-support and manage health and well-being issues.
- To support and embed the work of the SENCO Champions and the SENCO Networks across the Borough.
- To provide direct line management of the Principle Educational Psychologist.

Travel:

- To provide strategic and operational leadership
- To be responsible for supporting the delivery of the Travel Transformation Plan and to achieve the required levels of savings
- To be a key partner on the Travel Board
- To oversee and support procurement and contract management processes
- To provide direct line management of the Senior Travel Officer

Budget Responsibilities:

- The post holder will be responsible for spending against the High Needs Block (HNB) of the Dedicated Schools Grant (DSG), and report to Schools Forum. Where this is a deficit recovery

plan, the post holder will be expected to contribute to actions required to address the deficit position.

- Prime accountability and responsibility for the monitoring and allocation of the Dedicated Schools Grant (DSG), High Needs Block (HNB) (approx. £25M) and other grants ensuring compliance with grant conditions and Council Financial regulations.
- Responsibility for the effective management of general fund budgets for the entire SEND Service (SEND; EPS and Travel). Total budget in the region of £6.8m.
- To ensure that all services are delivered within allocated budgets, and identify and evaluate new and existing funding streams, transforming services to meet new budget requirements in line with the Council's priorities.

Supplementary Accountabilities

- Direct line management responsibility for the SEND Statutory Casework Manager; Principle Educational Psychologist; SEND Operations Manager; and Senior Travel Officer.

Knowledge & Experience

- Substantial experience of developing synergies and partnerships within an organisation and with external partners in order to improve outcomes.
- Demonstrable evidence of leadership and management development.
- Demonstrable evidence of managing multiple education facing services including strategic development and implementation including responsibility for operational staff.
- Ability to lead on complex policy, strategy development and commissioning projects with a track record of delivery to time and budget.
- Thorough knowledge of relevant legislation, guidance and the policy context relating to the work of SEND, Inclusion, Alternative Provision, Children's Services and Education. This will include extensive knowledge of complex legislative frameworks.
- Ability to lead and implement change including with partners from other organisations.
- Demonstrable project management experience.
- Excellent communication skills with the ability to communicate clearly to a range of audiences, including children and young people, and across organisational boundaries.
- Political and commercial astuteness with high levels of interpersonal skills.
- Highly developed influencing and negotiating skills to establish and maintain positive relationships with Members and Chief Officers.
- Ability to think conceptually and analyse data critically.
- Drive for results with strong influencing and negotiating skills with the ability to establish credible relationships that commend professional confidence.
- Ability to monitor and manage budgets, contribute to the budget setting process and identify additional need or savings as relevant.
- Effective budget management with the ability to demonstrate value for money for service users with a strong focus on sustainable solutions.
- Experience of resource management and associated accountability for cost effect outcome
- Able to work flexibly to meet the demands of the division (including evening and weekend as necessary).
- Excellent presentation, written and verbal communication skills.

- IT skills to ensure an integrated network of information.
- Highly pragmatic with a proven track record of managing and implementing change.
- Ability to plan, monitor and review all service areas, and how improvements will lead to supporting wider service developments.
- Experience and evidence of being able to influence and motivate partners to deliver services in a different way to achieve agreed outcomes.
- Experience of successfully leading and supporting inspection activity.
- Understanding and knowledge of the workings of local government, including its legal, financial, social, political context, and political processes.
- Able to demonstrate professional and personal integrity and resilience through a problem-solving, solution and constructive approach.

Qualifications

- Degree level qualification or equivalent experience in SEND or Strategic Leadership and Management.
- Extensive proven strategic experience in leading SEND services.
- Masters in a relevant area of choice ,leadership or change or equivalent experience.
- Demonstrable in-depth understanding of legislation and statutory guidance relating to SEND and Travel.
- Evidence of continuing professional development.
- Full Driving Licence.

Decision Making

- Responsibility for making significant and evidence based decisions on financial; legal and statutory matters to ensure that Childrens' Services are delivered in line with the Council's legal responsibilities and within the relevant legislative frameworks.
- Taking responsibility for managing risks and making decisions that are proportionate and lawful.
- Organising and prioritising work so that decisions are made in a timely way and in order of priority.
- Monitor and manage large budgets; participate in budget-setting processes; and deliver services that are financially accountable and responsible in relation to public resources.
- Responsibility for working with elected members and key members of the Corporate and Senior Leadership Teams to advise, lead and respond to changes at both national and local Government levels.
- Ability to work flexibly under pressure to both self-determined and prescribed deadlines.

Creativity and Innovation

- To work together to improve communication and connectivity across the system to make better use of resources, facilities, relationships and partnerships. Working in a collaborative manner with external and internal partners including our children, young people and their families to improve system developments.
- To produce and present accurate, detailed and complex reports and present information in a way that is useful and compelling to the audience.

