

Draft Role Profile - 02/11/18

Part A - Grade & Structure Information

Job Family Code	13CLES	Role Title	Principal Practice Lead Service Manager (SEND & Additional Needs)
Grade	PS13	Reports to (role title)	Assistant Director SEND
		Directorate	Children, Families, Learning and Communities
JE Band	614-734	Service	Education, Lifelong Learning and Culture
		Team	SEND
		Date Role Profile was created	Oct-18

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	Provide specialist leadership, management and implementation in respect of the SEND Reforms, application through the transformation programme, system development and improvement of practice across all teams working with children and young people with SEND and their families. Ensure early help, SEN support and Education Health and Care Plans which are of high quality, drive difference and postivie impact for children. Ensure systems for placement decision making are robust and appropriate to ensure every child is in a setting most appropriate to thei needs and ensures the best outcome possible for each student whilst making best use of the resourcs available to support all children with SEND. Driving improvement through working with the Early Help Teams and delivery of the Family RESilience Programme in aholistic manner. The post holder will work with the lead for the Children's Academy to increase participation of all staff to develop and implement improvement, ensuring efficient case recording to inform performance aspiring to deliver an excellent resident experience. Liasing with a wide range of stakeholders the post holder will support service managers to enhance workforce development and retention, increasing clarity of expectation to provide a positive experience for all stakeholders. Represent the LA at regional and national SEND forums and meetings. The post holder may be required to undertake and coordinate projects using best practice locally, nationally and internationally to inform improvements. The post holder 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.
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Work Context	<p>The Local Authority retains statutory responsibility for many aspects of education and safeguarding. Whilst the education systems is more diverse and there there is a strong movement towards a schools led system the LA remains the champion for all children, helping them to reach their potential. Ensuring that Surrey's schools are welcoming to all children and provides inclusive education is a key role for the LA. In order to be successful this must be achieved through proactive and productive partnerships that offer both challenge and support.</p> <p>Service Managers instil in all of their services an ethos of personal accountability in providing high quality services and improving the lives of children and young people. They forge positive and beneficial relationships with partners (such as parents/carers, foster carers, schools, health services, police, voluntary organisations and districts and boroughs) to ensure the integrated delivery of services and work innovatively to create efficiencies of scale and pool resources in order to maximise the use of public funds.</p> <p>In most situations, the Service Manager delegates front-line operational management to Team Managers. The Service Manager supports Assistant Directors and Directors in implementing their portfolio of responsibilities by leading on project work and deputising for the Assistant Director where required.</p>
Line management responsibility if applicable	Directly responsible for up to 6 Team Managers, and will undertake lead responsibility for a designated specialism.
Budget responsibility if applicable	TBC
Representative Accountabilities Typical accountabilities in roles at this level in this job family	<p>Planning & Organising</p> <ul style="list-style-type: none"> • Develop and ensure implementation of operational plans and play a key role in the formulation of strategic longer term plans for the area to fit broader functional and organisational strategy. • Lead major projects and reviews and represent the business area in internal and/or external initiatives to enhance reputation and service delivery. • Drive change and embed new ways of working to ensure high quality service delivery and value for money. <p>Policy & Compliance</p> <ul style="list-style-type: none"> • Ensure legal, regulatory and policy compliance of relevant schemes/ initiatives. • Contribute significantly to and where appropriate lead the development of practical strategies, works programmes and service improvement in own area of specialism and monitor and control their implementation to manage and mitigate risks. <p>Work with others</p> <ul style="list-style-type: none"> • Manage a group of staff across a function/service, or as a significant part of a wide function to ensure all relevant annual targets and goals are delivered within budgetary/resource constraints. • Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements. • Liaise internally and externally at senior levels to ensure the department/service issues are appropriately represented and acted upon. • Work with managers, service representatives and partners to identify and apply cost effective means of delivering improvements to business processes and strategies.

	<p>Resources</p> <ul style="list-style-type: none">• Manage allocated budget/resources/funding effectively and flexibly and control all related expenditure to ensure delivery of targets/objectives within budget.• Contribute to resource and budget planning within own area. <p>Analysis, Reporting & Documentation</p> <ul style="list-style-type: none">• Identify issues and trends that may have an impact in their area of responsibility to enable appropriate action to be taken.• Lead the development of policy in own area of specialism, contributing to the delivery of organisational objectives. <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety & 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> <p>The Core National Standards for Supporting Teaching & Learning: To understand and carry out role in line with agreed standards, expectations & qualifications.</p> <p>Contribute to and influence children’s learning and personal development.</p> <p>To have regard to and comply with safeguarding policy and procedures.</p>
Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none">• Degree or equivalent professional qualification plus substantial experience at a senior management level in a specialist area in a demanding business environment.• Extensive knowledge of the principles of change management, project management and continuous improvement, and their practical application.• Authoritative knowledge of the work practices, processes and procedures relevant to the role including broader sector/commercial awareness.• Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility.• Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to work collaboratively with internal and external partners/professionals.• Comprehensive knowledge of computerised business systems.• Proven ability to inspire and motivate others.• Advanced problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change.• Proven ability to assess risks and benefits in a complex environment and respond appropriately.• Substantial experience in successful leading, motivating, coaching, mentoring and developing staff.
Details of the specific qualifications and/or experience if required for the role in line with the above description	<p>A suitable professional education based qualification, e.g. qualified teacher status or educational psychology. A detailed knowledge of, and considerable experience of successfully implementing, the SEND Code of Practice. Significant experience of working with children, young people, families and partners, knowledge and experience of assessing children's needs and providing a strong graduated response. The role holder will need to have sensitive communications skill to manage sometimes difficult conversations.</p>

Role Summary	<p>Roles at this level are substantial management roles, they are either managing a multi functional support service within one of the organisation's service areas, or coordinating a specific business development or advisory area.</p> <p>This may involve significant coordination of complex or diverse services, e.g. leading business support services to professional teams, or coordinating teams carrying out specialist advisory or administrative services. More specialised roles 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 organisational objectives. Their work includes developing and implementing operational plans and contributing to the longer term plans for the area in line with organisations strategy. They will provide overall guidance to more junior managers in terms of planning, service standards and resources which underpin service level agreements. They work closely with customers, staff, agencies and/or contractors to ensure that the services meet and exceed expectations. 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 parameters and policy guidance. Roles at this level are accountable for the professionalism of service delivery under their remit.</p>
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