

Role Profile

Part A - Grade & Structure Information

Job Family Code	13BF	Role Title	Service Manager Graduated Response SEND
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	<p>Develop, implement and monitor the SEND graduated pathway across Surrey ensuring that children with emerging needs and those who need multi-agency support are directed to the right help at the right time to support children to remain within their local education setting wherever possible, living within their families and to avoid escalation to statutory services because their education needs have not been met, wherever appropriate. To foster close working relationships with Children's Centres, early years settings, schools, GPs, health visiting and school nursing services, youth centres and vulnerable learner teams and set up/support systems that will support lead professionals/case co-ordinators to conduct SEN assessments and develop good quality plans to support and meet children and families' needs. Put in place escalation processes so that where children's needs escalate or are not being met, multi-agency discussion and support can be accessed. To ensure that all work with families is done so on the basis of openness and partnership, that parents and children are treated with respect and that all planning is centred around the child or young person.</p> <p>Lead and manage a team of graduated support managers to ensure consistent application of approach, working with settings and partners to ensure children's needs are being appropriately met. Work closely with colleagues in statutory services to ensure that families are in receipt of the right support at the right time.</p> <p>To develop and quality assure the Outreach SLA with special schools.</p> <p>Provide effective management oversight of early help and SEN assessment and Planning to ensure that all cases are progressed in a timely way and managed appropriately.</p> <p>Lead and manage through the Team Manager of the locality early help service ensuring that children and families receive a high quality advocacy and advice service, supporting schools to manage children's needs and behaviours in an inclusive way and supporting family resilience to prevent exclusion to high cost special schools.</p> <p>Develop and maintain a performance culture in area of responsibility, taking account of national and local requirements and taking specific responsibility for performance targets for agreed indicators and effective complaints management.</p> <p>Quality assure the work undertaken in their service area, undertaking audits and systematically tracking and analysing information to improve service performance.</p>
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Work Context	<p>Children's Services ensure that children with needs are identified early, that they and their families are offered help at the earliest opportunity, and that the majority of children's needs will be met without statutory intervention/Education Health and Care Plan. Where statutory intervention is necessary children and young people journey from statutory services as soon as their needs have been met and that a robust plan for their continued development is agreed. High quality support is provided to parents and families to make it more likely for children to be able to attend their local mainstream setting. If children's needs cannot be met in mainstream schools and setting, they will be placed within an appropriate specialist provision as close to home as possible to reduce travel times, enable children to grow up locally in their community and live with their family wherever possible.</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.
Budget responsibility if applicable	TBC
Representative Accountabilities Typical accountabilities in roles at this level in this job family	<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>Service Delivery</p> <ul style="list-style-type: none"> • 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. • Apply specialist expertise and use judgement to make decisions where solutions are not obvious, to deliver services that meet customer requirements and service standards. • Drive change and embed new ways of working to ensure high quality service delivery and value for money. <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 a broader functional area to fit broader functional and organisational strategy. • Lead major programmes and reviews and represent the business area in internal and/or external initiatives to enhance reputation and service delivery. <p>Finance/Resource Management</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>Contribute to resource and budget planning within own area.</p> <p>Work with others</p> <ul style="list-style-type: none"> • 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>People Management</p> <ul style="list-style-type: none"> • Manage a group of staff across a function/service, or as a significant part of a multi-disciplined function to ensure all relevant annual organisational 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. <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>To have regard to and comply with safeguarding policy and procedure as appropriate.</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>Professional education qualification QTS or NPQH, or other relevant qualification including educational psychology.</p> <ul style="list-style-type: none"> • Substantial experience in teaching or assessing the needs of, and undertaking direct work with children and young people with SEND, together with a track record at Team Manager level of improving children and young people's lives. • Wide ranging experience of working with parents, families, educational settings and partners to achieve optimal outcomes for children and young people. • Able to demonstrate understanding of the needs of children/young people in their specialist area with the ability to work with the Assistant Director and Directors, partners and other parties to develop and implement plans and actions that ensure improvement. • Proven ability in partnership working and in providing purposeful high quality supervision that has impacted on improved outcomes for children, young people and families and staff retention. • Satisfactory DBS clearance is required. • Willing and able to travel around the county to meet the demands of the role, to work from different sites, and work evenings and weekends if required in line with service needs.
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. 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 organisational 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>