

Generic Role Profile: Strategic Leadership Level C - Head of Service/Senior Professional Lead III

Role Purpose, Context and Scope:

- + 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.
- + Horizon scanning 1-3 years; emerging practices and seek out the latest thinking and innovation within their Service.
- + Work with Councillors to implement the strategic aims and objectives of the Service.
- + Provide strong leadership management and guidance regarding the allocation of resources, risk management, change management and behaviours within a specific service area.
- + To role model the values and behaviours of the organisation so your teams can see and hear and learn from you.
- + Manage and develop the workforce with their service area.

Indicative Accountabilities:

- + To have robust, affordable operation plans in place to deliver the Corporate Plan on time and to budget.
- + Create and build effective relationships internally and externally with key stakeholders and instil in direct reports the imperative for accountability, responsibility, and collaboration with others, for example: Councillors, other Boroughs, the communities we serve and partners.
- + Work collaboratively across all service areas with other senior managers (including those from partner organisations and agencies) in order to deliver services, generate efficiencies and create synergies wherever possible.
- + Lead, manage and develop staff so that they are capable of and motivated to achieve the corporate and service aims and objectives.
- + Drive significant cultural change through the corporate infrastructure to drive and deliver service excellence.
- + Be accountable for associated budget and have affordable plans in place to deliver the Medium-Term Financial Plan.
- + The service area you manage is compliant and performance management is monitored, and remedial action is taken promptly and at pace.
- + Lead and manage robust, safe and resilient services that deliver in challenging times, including maintaining accurate risk registers, business continuity plans and information asset records.

Example Job Titles at Level C:

- + Head of Service
- + Programme Manager
- + Service Lead/ Professional Expert/Commissioner

Indicative Performance Measures:

- + Specific measures from Medium Term Financial Plan.
- + Achievement of Council's Corporate Priorities.
- + Achievement of Workforce Plan targets.
- + Support as required external assessments e.g. Ofsted, Peer Review.

- + Be an ambassador for Haringey.

Indicative Dimensions:

- + SEND is a high-profile, high-risk service area that is closely scrutinised by the public, media, politicians, and senior officer and therefore deliverables need to be achieved.
- + Work involves management of specific service areas or specific programmes or providing professional expertise or commissioning of services with some integration with external partners.
- + Generally, has a direct responsibility for the financial management of specific service area.
- + Jobs at this level operate with some discretion over resource allocation. Decisions taken are consistent with Council policies and procedures. There is managerial control exercised through the review of results.
- + Can deliver in a political environment.

Haringey Values:

- Lives, and can articulate for others, our values: Human ▪ Ambitious ▪ Accountable ▪ Professional

Indicative Knowledge, Qualifications, Skills and Experience:

- + Deep and detailed knowledge of principles and practices gained through extensive experience and development in a specific field.
- + Degree level or equivalent qualification plus relevant experience.
- + Membership of appropriate professional body by examination e.g. CIPFA, RICS or evidence of continuing professional development (CPD).
- + Excellent communication skills.
- + Ability to work with high level internal and external stakeholders.
- + Ability to manage complex service delivery within a challenging and political environment.
- + Understands the commercial context of the service they provide.
- + Ability to exercise initiative and good judgement in delivering service and Council aims and objectives.

Leadership Qualities:

- + **Achieving Ambitious Outcomes** – Takes responsibility for the delivery agenda; planning activities and for achieving results. Typically looks 12 months ahead.
- + **Service Excellence** – Consistently strives to achieve the best for the community and residents. Focuses on quality in everything. Has a positive and dynamic approach.
- + **Thinks Differently** – Handles complex information. Comes up with a range of ideas and proposes well thought out solutions.
- + **Visible Leadership** – Leads service confidently; builds and supports teams. Understands the skills and capabilities of the team, provides feedback, and encourages development.
- + **Work in Partnership; One Council** - Understands the value of working together. Looks to build relationships, share information, and collaborate on important issues, to achieve better results.
- + **Open Communication** - Open, friendly, clear, and confident. Adapts the way they communicate and can make an impact, influencing others and building support. Listens carefully to others to understand different views.

Job Specific Profile

Job Title and Service Area:
Integrated Head of SEND
Role Purpose:
<ul style="list-style-type: none"> ✦ To provide high quality strategic and operational leadership and management to the Special Educational Need and Disabilities (SEND) service and system leadership for the SEND partnership/System. ✦ To develop, communicate and deliver the vision and strategy and provide the leadership for the delivery of an Integrated and Inclusive Service for Children and Young People with SEND and their families. ✦ To translate that strategic intent into effective and high-quality operational delivery, through direct delivery and commissioning arrangements across Education, Health and Social Care and in partnership with relevant services e.g. Early Help, Early Years and Adult Learning Difficulties Services. ✦ To lead and manage the service, at an individual and team level, to deliver a sustainable and consistent experience for Children and Young People with Special Educational Need and Disabilities and their families, in line with the corporate delivery plan. ✦ To engage with local, regional and national politicians and ensure the advised and assured regarding all issues to do with the SEND service.
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<ol style="list-style-type: none"> 1. To ensure the provision of high quality efficient, effective, economic and user focussed services that are rated as good or outstanding and which ensure all services are keeping children safe and helping them to thrive. To help do this this by ensuring a sophisticated, accurate performance management and quality assurance system is operational and closely monitoring all aspects of service delivery. 2. To develop pertinent and informed business information and intelligence in relation to service delivery and service improvement and use this to initiate the development of local and national standards across services for children and young people with special educational needs and disabilities. 3. To ensure all services are delivered within budgets and all income is maximised and non-essential expenditure minimised. To oversee all aspects of the borough's High Needs Block, delivering high quality provision that secures good outcomes for the young people of Haringey delivered locally. 4. To establish and maintain a cross-sector leadership role, including establishing joint-commissioning structures to maximise the use of resources. To lead the strategic development, coordination, and operational delivery of integrated services for children and young people with special educational needs and those with disabilities, informed by the Government's SEND reforms, legislative requirements and corporate priorities. 5. Create a workforce that is confident, positive and works together in change, to deliver high quality and value for money services that minimise risk and maximise the positive long-term outcomes for this group of children and young people. 6. To embed the Voice of the Child and Young Person, parental involvement and Coproduction through consultation and feedback to identify and address gaps and shape the services.

Dimensions:

- This post is a system leadership post, the postholder will work in partnership with the broader SEND system (e.g. service users, parents and carers, CCG, health providers, Education and training providers, transport providers, residential units and Children's Social Care etc) to ensure a high quality efficient, effective, economic and service user focussed system
- This post has 4 direct reports, and the service has circa 250 staff.
- The post is responsible for a very broad portfolio of services, including Statutory Assessment team, Educational Psychologist services, Inclusion service (Specialist teaching team, Area SenCo's and portage) and SEND Transport.
- The budget is approx. £46mil (circa £7 mil of direct council funding, and circa £39. million though the high needs block) for services to support children and young people with SEN and Disabilities within Education and Early Years.
- The approximate local population this service delivers to is 6400 children with Send, of which approximately 2500 children and young people with complex needs and disabilities are supported by an Education Health and Care Plan.

The post requires a high level of engagement with a broad range of settings and institutions both in and out borough including the boroughs 5 Special Schools, 76 mainstream Primary and Secondary schools.

Person Specification

Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):

Experience. The following are essential:

- ✦ Substantial, demonstrable experience of working with children and their families.
- ✦ Substantial, demonstrable experience of working in Services for Children with SEND
- ✦ Substantial, demonstrable experience of monitoring and improving services through performance management and quality assurance systems.
- ✦ Substantial, demonstrable experience of engaging with statutory inspectorates e.g. Ofsted.
- ✦ Substantial, demonstrable experience of managing large, complex budgets.

Qualifications and Knowledge. The following are essential:

- ✦ Educated to graduate level with a social work/ teaching/professional qualification.
- ✦ A management qualification.
- ✦ High degree of professional knowledge regarding children with SEND and the SEND system, with a high level, demonstrable understanding of the SEND code of practice and legislation relating to SEND, Education and Children and families e.g. 1989 Children Act etc.
- ✦ Good knowledge and use of IT.
- ✦ Thorough knowledge and understanding of relevant human resources policies and procedures
- ✦ A social work qualification is desirable.

Skills and Abilities

- ✦ Demonstrable ability to understand and analyse complex information. Specifically, the ability to interpret, understand, analyse, and respond to complex information to inform well rounded decision making.
- ✦ Demonstrable ability and experience in budget management, showing sound financial decision making and accountability.
- ✦ Demonstrable high level, oral and written communication skills, and the ability to convey complex information to a varied audience in the most simplified and easily understood terms.
- ✦ Excellent negotiation and conflict resolution skills.
- ✦ Demonstrable ability to provide high level leadership and management of the service and to motivate, innovate and enable staff to reach their potential, demonstrated through delivery of a high-quality service.
- ✦ Experience, understanding and ability to carry out challenging organisational changes including re-structure, commissioning, and de-commissioning of services.
- ✦ Ability to work effectively under pressure and in short time scales.
- ✦ Proven successful experience of managing reducing resources.