

# 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 in order to drive 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.
- Be an ambassador for Haringey.

## 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.

## Indicative Dimensions:

- 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.

## 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.

## 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.

# Job Specific Profile

Job Title and Service Area:
Integrated Head of SEND
Role Purpose:
<ul style="list-style-type: none"> <li>▪ To communicate the vision, and strategic leadership for the delivery of an Integrated and Inclusive Service for Children and Young People with Special Educational Need and Disabilities and their families.</li> <li>▪ To translate that strategic intent into effective and high-quality operational delivery, through commissioning arrangements across Education, Health and Social Care and in partnership with relevant services e.g. Early Help, Early Years and Adult Learning Difficulty Services.</li> <li>▪ 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.</li> </ul>
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Establish and maintain a cross-sector leadership role, including establishing joint-commissioning structures to maximise the use of resources.</li> <li>3. 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.</li> <li>4. To embed the voice of the child and young person, parental involvement and coproduction through consultation and feedback in order to identify and address gaps and shape the services.</li> <li>5. To develop pertinent and informed business information 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.</li> </ol>
Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):
<p><b>Qualifications and Knowledge:</b></p> <ul style="list-style-type: none"> <li>▪ Educated to graduate level either by degree or teaching /professional qualification.</li> <li>▪ High degree of professional knowledge in the area of SEN and Disabilities</li> <li>▪ Management qualification or equivalent experience</li> <li>▪ Good knowledge and use of IT.</li> <li>▪ Thorough knowledge and understanding of relevant human resources policies and procedures</li> </ul> <p><b>Skills and Abilities</b></p> <ul style="list-style-type: none"> <li>▪ Ability to motivate, innovate and enable staff to reach their potential, demonstrated through delivery of a high-quality service.</li> <li>▪ Experience, understanding and ability to carry out challenging organisational changes including re-structure, commissioning and decommissioning of services.</li> <li>▪ Proven experience in budget management, showing sound financial decision making and accountability.</li> <li>▪ Excellent communication, negotiation and conflict resolution skills</li> <li>▪ Ability to analyse, interpret and respond to complex information to inform well rounded decision making</li> <li>▪ Ability to communicate clearly and effectively at all levels orally and in writing, ensuring that the information is accessible and takes account of the audiences' communication preferences.</li> <li>▪ Ability to work effectively under pressure and in short time scales</li> <li>▪ Proven successful experience of managing reducing resource</li> </ul>

## Job Specific Profile

### Dimensions:

- This post has 18 direct reports, with one indirect report.
- The budget is 6.63 mil of direct council funding, and 23 million through the high needs block for services to children with SEN and Disabilities within Education and Early Years.
- The service has circa 100 staff
- The local approximate local population this service delivers to is 12,600 children with additional needs, 1400 children with complex needs and disabilities with a statement of special educational need, and 500 young people (post 16 years) with a learning difficulty assessment.

The post requires a high level of engagement with a broad range of settings and institutions both in and out borough including the boroughs 72 special and mainstream schools, 2 colleges and approximately 50 in and out borough bespoke placements for children.