

<b>Role summary (for external advert)</b>	<b>Head of Service</b>
<b>Role Title</b>	
<b>Job Family</b>	<b>Education - SEND</b>
<b>Competency Level</b>	<b>Senior Manager</b>
<b>Pay Scale</b>	<b>PO11</b>
<b>Purpose</b>	
<p>The overall purpose of this role is to ensure that children and young people with Education, Health and Care Plans (EHCPs) achieve positive outcomes by accessing education appropriate to meet their continuing needs. The role provides strategic and operational leadership, ensuring the quality of SEND education provision aligns with commissioning practice and that robust quality assurance is embedded across SEND Services.</p> <p>This role will lead on shaping borough-wide SEND strategy, promoting inclusive practice, and driving innovation in service delivery. It will oversee quality assurance and monitoring of independent and post-16 provision, identify new solutions to support complex and vulnerable children and young people in LB Waltham Forest, and work collaboratively with education providers to improve provision through constructive challenge and support.</p> <p>The postholder will manage, develop, implement, and review systems to support children with the highest level of need, promoting holistic working across education, health, and social care. Co-production with families and young people will be central to the role.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
Plan and ensure service delivery within a complex/diverse service area. Control operational activities and ensure professional standards.	<p>Service delivered to required quality, Council, professional and legislative standards.</p> <p>Integrated service development informed by stakeholder views and best practice.</p> <p>Corporate strategies implemented.</p> <p>External inspections managed.</p> <p>Excellent customer service delivered.</p>
Manage responses to complex professional or politically sensitive issues. Manage key relationships with delivery partners/providers/suppliers.	<p>Expert advice provided.</p> <p>Major issues resolved.</p> <p>Complaints procedures developed and managed. Outcomes for families and children clearly specified. Services delivered on time, to budget and agreed standards.</p> <p>Opportunities for improvement identified and actioned.</p> <p>Resilient supply chains.</p> <p>Operational efficiencies realised.</p>
Develop service plans to meet strategic goals. Ensure compliance with standards.	<p>Service plans developed from strategic directives. Strategic input to wider planning.</p> <p>Progress monitored and delivered.</p>

Deliver continuous improvements in all aspects of the service.	Improvements effectively developed and delivered. Stakeholder requirements met.
Lead, motivate and develop staff.	Competent, motivated, outcomes-focused team. HR processes completed to high standard. Equality and diversity promoted. Safeguarding policies implemented.
Implement risk management programme.	Risks recognised, planned for and managed. Systems and governance in place. Continuous service provided.
Implement health and safety legislation, policies and practices.	Risks assessed and managed. Training provided. Safe working environment ensured.
Plan and ensure service delivery within a complex/diverse service area. Control operational activities and ensure professional standards.	Service delivered to required quality, Council, professional and legislative standards. Integrated service development informed by stakeholder views and best practice. Corporate strategies implemented. External inspections managed. Excellent customer service delivered.
Manage responses to complex professional or politically sensitive issues. Manage key relationships with delivery partners/providers/suppliers.	Expert advice provided. Major issues resolved. Complaints procedures developed and managed. Outcomes for families and children clearly specified. Services delivered on time, to budget and agreed standards. Opportunities for improvement identified and actioned. Resilient supply chains. Operational efficiencies realised.
<b>Job Specific Accountabilities:</b>	
<b>Accountabilities</b>	<b>End Results / Outcomes</b>
Lead strategic development and implementation of the Sufficiency Plan to ensure that LBWF has the specialist schools estate and placements to meet the needs of child / young people with SEND	Development of specialist provision to meet SEND projected numbers
Commission appropriate education provision for children and young people with SEND, including the development and implementation of robust Service Level Agreements (SLAs) and monitoring frameworks for placements.	High-quality, cost-effective provision is secured and maintained. SLAs clearly define expectations and responsibilities. Placement outcomes are tracked and reviewed regularly to ensure progress and value for money.

Deputise for the AD SEND	Continuity of leadership and decision-making in the absence of the Assistant Director.
Develop internal and external networks to support integrated service delivery.	Strong partnerships and collaborative working across agencies.
Lead quality assurance and sufficiency work with education settings and legal services.	High-quality, compliant provision that meets the needs of children and young people.
Provide challenge and support to providers to improve outcomes, including managing complaints.	Improved provider performance and resolution of service issues.
Commission and oversee Section 19 and EOTAS provision, ensuring safeguarding.	Safe and appropriate education for children unable to attend school.
Partner with internal education services Trust and Academy schools to develop provision for SEND excluded children or for children without a school placement	Reduced exclusions and improved reintegration outcomes.
Identify and close gaps in service provision to improve life opportunities for children with EHCPs.	Equitable access to services and improved life chances.
Lead strategic projects and development work.	Innovative solutions and continuous service improvement.
Stay informed on national initiatives, legislation, and practice; implement and monitor changes.	Compliance with current legislation and adoption of best practices.
Ensure transparent, quality-assured decision-making.	Trust and confidence in SEND processes and decisions.
Monitor outcomes and track resource impact to inform service development.	Data-driven improvements and efficient resource use.
Promote welfare and safeguarding of children and young people, ensuring compliance with LBWF and safeguarding policies.	Safe environments and protection of vulnerable children.
Lead workforce development initiatives to build SEND expertise across the system in order to deliver the sufficiency plans.	Skilled workforce and improved service delivery.

### **Nature of Contacts**

Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

### **Procedural Context**

Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Occasionally the post will be expected to work from other locations

### **Key Facts and Figures**

Enable others to understand changes and developments in relevant area and learn new processes / procedures.

Responsible for ensuring contractors / providers deliver to agreed standards.

May manage project teams of both internal staff and external contractors / consultants

### **Resourcing**

- **Budget Responsibilities:** Accountable for the oversight and management of capital and revenue budgets relating to specialist SEND provision, including commissioning activity and sufficiency planning, with a portfolio valued at approximately £7 million.
- **Commissioning Oversight:** Responsible for ensuring commissioned services meet agreed standards, deliver value for money, and align with strategic priorities.
- **Line Management Responsibilities:** Responsible for the supervision and performance management of up to three staff, comprising a mix of permanent and interim roles, as required to meet service needs.

### **Knowledge, Skills and Experience**

- Strategic commissioning and service transformation experience.
- Strong stakeholder engagement and partnership working skills.
- Knowledge of SEND legislation, policy, and best practice.
- Experience in quality assurance and safeguarding.
- Understanding of inclusive education and equity principles.

### **Indicative Qualifications**

- Educated to degree level or equivalent.
- Relevant professional qualification.
- Desirable: NPQ or SEND-specific leadership training.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.