

Role Title	SEND Reform Plan Delivery lead
Job Family	Education (Children's Services)
Competency Level	Senior Manager
Pay Scale	P012
Purpose	
<p>To lead, plan, develop and deliver the SEND Reform plan for LBWF within the Education Service. To effectively manage the SEND reform Change programme and support the reform, development, management and delivery of SEND services to ensure effective delivery of the SEND reforms within the nationally agreed timescales. Manage staff responsible for service delivery / support within the service area. To ensure the Council maximises service outcomes in relation to cost. Post reports to Corporate Director for Education and is part of the LBWF Education leadership team.</p>	
Generic Accountabilities	End Results/ Outcomes
<p>Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>External inspections are managed effectively.</p> <p>Service delivers excellent customer service.</p>
<p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p> <p>Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</p>	<p>Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p> <p>Customer outcomes are clearly understood and specified.</p>

	<p>Services / goods are delivered on time, to budget and standards agreed.</p> <p>Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> <p>Expected operational efficiencies are realised.</p>
<p>Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.</p>	<p>Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development.</p> <p>Progress against objectives is effectively monitored and delivered.</p>
<p>Ensure the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and</p>

	Council policy compliance.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.	Safeguarding standards are monitored and maintained in compliance with Council policy. Appropriate safeguarding training is provided.
Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate. Systems and governance are in place to and respond promptly to critical events. Continuous service is provided.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Job Specific Accountabilities:	
Work in partnership with the Education leadership team and wider directorate to develop strategic plans in relation to SEND and Inclusion and to lead these plans to successful delivery within government specified timescales.	Strategic plans developed which focus on the long-term vision and overall direction of the Education Service, which align with the Councils goals and statutory requirements, and which are delivered within specified timescales.
Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties under the Governments SEND reform programme whilst maintaining delivery of its existing statutory duties.	Service plans and operational policies and procedures in place in order to ensure that the Council meets its statutory duties under the SEND code of practice and Children and Families Act 2014.
Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties in relation to co-production, demonstrating adherence to the Four Cornerstones of co-production.	Service plans and operational policies and procedures in place in order to ensure that the Council meets its statutory duties in relation to co-production with children, young people, their parents and carers.
Lead, plan, develop and deliver service	Service plans and operational policies and

<p>plans and operational policies and procedures which deliver value for money and reduce demand for statutory interventions by ensuring that children's needs are met at the earliest available opportunity and in accordance with evidence-based education best practice, and compatible with existing delivery in mainstream schools.</p>	<p>procedures in place in order to ensure that the Council meets its statutory duties in relation to financial reporting, best practice and education research.</p>
<p>Lead, plan, develop and deliver service plans and operational policies and procedures in order to ensure that the Council meets its strategic goals and statutory duties to provide primary, secondary and further education which meets the population of their area (including provision for children with SEND, Alternative Provision and Pupil Referral Units</p>	<p>Service plans and operational policies and procedures in place in order to provide primary, secondary and further education which meets the population of their area (including provision for children with SEND, Alternative Provision and Pupil Referral Units</p>
<p>Lead on the collation and analysis of complex information in order to produce accurate performance and financial data in relation to SEND performance and outcomes, in partnership with internal and external partners as appropriate</p> <p>Collate, analyse and produce reports and present financial, service and performance data/information for relevant statutory returns as well as Schools Forum, Scrutiny, Cabinet reports and other meetings and boards as required</p>	<p>Statutory requirements and reporting deadlines are met.</p> <p>High quality accurate returns are submitted to the DfE which accurately reflect the Waltham Forest picture and maximise income</p> <p>Expert advice, guidance and support is provided.</p> <p>High quality service information and performance data is produced which accurately reflects the Waltham Forest picture which is used to inform Education Service planning as well as services planning for internal and external stakeholders.</p>
<p>Lead, plan, develop and deliver change programmes, plans and operational policies and procedures in order to ensure the co-ordination of timely and appropriate responses to complaints, FOI's, SAR's, MP and Cllr enquiries in relation to admissions and place planning</p>	<p>Queries / complaints are effectively managed.</p> <p>Appropriate action is taken to resolve the issue.</p> <p>Customers /stakeholders are satisfied</p>
<p>Lead on quality assurance and approval of responses to politically sensitive and/or complex complaints or requests for information for area of responsibility</p>	<p>High quality accurate and timely responses to requests from Schools Adjudicator, Ombudsman, DfE, EFSA, senior leaders within the Council, MP's Councillors, Senior Leaders within schools and other stakeholder organisations and members of the public are provided</p>

<p>Lead, plan, develop and deliver operational policies and procedures in order to collate evaluation and performance management information that will measure the outcomes and impact of the SEND Reform plan which in turn informs the wider Education service planning and strategic vision.</p>	<p>The level of customers /stakeholders satisfaction is monitored and appropriate actions taken to address concerns.</p> <p>There are strong links, partnerships and collaborative working arrangements</p> <p>Service planning and strategic vision is evidence based</p>
<p>Ensure services commissioned from internal services and/or external providers are in line with strategic, service and statutory requirements and achieve best value</p>	<p>Procurement/engagement processes are in line with Council policies and procedures Clear Scope/specification Clear/SMART KPI's, outcomes and impact requirements Arrangements in place to deal with under performance/non compliance</p>
<p>Lead, plan, develop and deliver operational policies and procedures in order to ensure effective quality assurance mechanisms and systems are in place.</p>	<p>Policies, procedures and controls ensure that the service is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Ensure working practices and processes are developed that maximise efficient and effective delivery of services.</p>
<p>To keep up to date with legislation, policy and changing environment/population behaviour.</p> <p>Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders in relation to SEND and Inclusion</p>	<p>High quality accurate and timely communication provided to partner organisations / stakeholders e.g. Senior leaders within the Council, MP's Councillors, Senior Leaders within schools and other stakeholder organisations and members of the public</p> <p>Lead on changes necessary due to legislation, policy or guidance changes.</p> <p>Provide advice and guidance to Senior leaders regarding implications of changes.</p> <p>Be aware of how changing demographic impacts on strategic and service plans and provide evaluation and advise accordingly</p>
<p>Lead on the progression of the Digital by Default agenda and identify areas where ICT can be used more effectively to improve service delivery and provide required outcomes</p>	<p>A range of efficient digital processes identified and implemented.</p> <p>A digital claim and payment system developed and implemented</p>
<p>Lead, plan, develop and deliver operational policies and procedures in order to ensure</p>	<p>Service is delivered in line with the Council's and statutory equality, diversity and inclusion</p>

that service is delivered in line with the Council's and statutory equality, diversity and inclusion requirements	requirements
Publish, record and retain information in line with General Data protection Regulations (GDPR), equality and disability requirements	Information is published, recorded and retained in line with General Data protection Regulations (GDPR), equality and disability requirements

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. Deliver effective change programme.

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.
 Work with project teams of both internal staff and external contractors / consultants

Resourcing

Budget Responsibilities:
 Supervisory Responsibilities: Team of 4-5 Direct Reports

Knowledge, Skills and Experience

Knowledge, Skills and Experience

- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements relating to SEND and Inclusion
- Experience of successfully undertaking a strategic leadership/management role which has supported best practice and leading evidence-based interventions in school
- Experience of stakeholder management at senior level.
- Experience of undertaking strategic work in co-production with children, young people, their parents and carers.
- Experience of successfully undertaking a strategic leadership/management role which lead on delivering a Council's statutory requirements to provide primary, secondary and further education which meets the population of their area (including provision for children with SEND, Alternative Provision and Pupil Referral Units)
- Significant experience in developing and implementing strategic plans and evaluating their impact, seeking continuous improvement and associated challenges
- Knowledge of project and performance management and a track record of delivering projects using data informed decision making.
- Experience of translating organisational vision into department/team priorities and service plans
- Ability to demonstrate effective involvement of stakeholders in service development and delivery, harnessing the benefits of partnership working by persuading, convincing and negotiating.
- Experience of monitoring service performance against national service, council performance targets and other service providers
- Experience of using complex, multi-source data to identify areas for improvement and gain efficiencies
- Experience of identifying innovative solutions that transform the flexibility, responsiveness and quality of the service
- Experience of commissioning and contract monitoring services
- Experience of using digital opportunities to identify areas where ICT could be used more effectively to improve service delivery and provide required outcomes
- Strong analytical skills and ability to interpret and utilise data and experience of collation and analysis of complex information in order to produce accurate information, performance and financial data and reports at a high level.
- Awareness of local, regional, and national educational issues and legislation, including wider local government issues and the political context in which it operates.
- Experience of using an understanding of political agenda to create effective solutions and drive improvements
- Effective ICT skills

Indicative Qualifications

Educated to degree standard or equivalent
 Relevant professional qualification

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.