

## Leader and Manager

### Job Description (Tier 3)

<b>Job Title</b>	<b>SEND &amp; Inclusion Strategy &amp; Commissioning Manager</b>
<b>Salary</b>	<b>HAY Band Tier 3B – (£73,733 - £81,289 per annum)</b>
<b>Benefits</b>	<a href="https://www.warwickshire.gov.uk/benefits">https://www.warwickshire.gov.uk/benefits</a>
<b>Directorate</b>	<b>People</b>
<b>Team</b>	<b>SEND and Inclusion</b>
<b>Accountable to</b>	<b>Director of Education</b>
<b>Hours</b>	<b>37</b>
<b>Location</b>	<b>Warwick</b>
<b>Accountable for:</b>	
• Team Responsibility (FTE)	<b>139</b>
• Annual Budget	<b>Circa £53m annual budget</b>
<b>Politically restricted role</b>	<b>Yes</b>
<b>JEID (Job Identifier number)</b>	<b>Z202</b>
<b>Specific qualifications/registrations</b>	<b>Degree level and above</b>
<b>Key stakeholder relationships</b>	<b>Key partner relationship management</b>

### Key responsibilities (including technical responsibilities and key stake holders/customers)

- **Strategy and Commissioning responsibilities**
  - SENDAR
  - Education Psychology
  - Children with Disabilities
  - Early Years SEND
  - Specialist Teaching Service
  - Flexible Learning
  - Integrated Disabilities Service (Physical Disability, Sensory & Complex)
  - Ethnic Minority Traveller Achievement Service SEND Programme.
  - Strategic overview of SEND sufficiency and provision
  - Alternative Provision
  - Exclusions and 6th day provision as well as commissioned places
- **Statutory responsibilities**
  - To ensure compliance with and delivery of the SEND code of practice and related SEND duties under the Children & Families Act 2014 and the Equality Act 2010.

- You will play an active role as part of our senior leadership team working in partnership with our Delivery Managers to deliver our organisational outcomes. You will support the Director and Commissioning Managers in achieving Warwickshire County Council's (WCC's) vision and outcomes through integrated planning and the flexible use of resources. Report on delivery of outcomes to stakeholders including elected members and other council officers.
- You will support the Director of Education in leading, developing and managing WCC's commissioning approach, with an emphasis upon ensuring that the Local Authority is an effective systems leader for all our children, fulfilling our statutory responsibilities and maintaining effective relationships with headteachers, education leaders, Parents/Carers, Young people and health partners. Using robust data, you will ensure that vulnerable young people are able to achieve the best outcomes through appropriate support in the right place and at the right time. As a member of the Education Senior Leadership Team you will contribute to the formulation of overall strategy, setting policy and performance targets for the service.
- You will ensure WCC only commission services and activities that contribute to Warwickshire's outcomes. You will ensure that activities that do not contribute to the strategic outcomes are decommissioned. You will develop and maintain good working relationships with our range of partners including schools, the NHS and the voluntary sector.

## Person Specification

### What we are looking for

Technical Competencies and Professional Expertise that are essential

- A detailed knowledge of the SEND Code of Practice and its implementation
- A detailed knowledge and understanding of alternative provision and statutory duties for excluded children and young people
- Experience of leading and managing a diverse team of staff.
- Experience of managing in a political environment.
- Complex budget management involving funding from a range of income streams.
- Experience of working with a range of stakeholders, including parents, health, social care, schools, settings, colleges, and employers.
- Experience of using a complex range of SEND data in order to determine key priorities.

- Experience of developing SEND policy and practice and influencing stakeholders in order to lever change.
- Experience of joint commissioning with a range of partners.
- Educated to degree level and above

## Our Competencies

Our competencies and behavioural indicators (defined within each core competency) describe the behaviours, actions and activities which we believe are associated with effective performance and job success. These will be considered, along with the behaviours and values, in our application and assessment process.

Generic Competency	Indicators
<b>Driving organisational performance through change</b>	<p>Ensures everyone clearly understands and owns their roles, responsibilities, objectives, and priorities. Develops an inclusive culture, ensuring appropriate support and resources are in place, reviewing performance expectations and recognising success. Enables people to be the best they can be and deliver their objectives.</p> <p>Recognises the need for change, interprets it and initiates change by setting the agenda. Translates the requirement for change into clear objectives, effective plans and systems.</p> <p>Uses change management processes effectively, mobilises the team and builds support and commitment to the delivery of change through their leadership style.</p> <p>Ensures the right provider is commissioned to achieve WCC objectives through a mixed economy of internal and external suppliers. Assesses the most suitable means of delivering the commissioning intentions.</p> <p>Monitors progress on the delivery of change projects, ensuring results are aligned and delivered to meet corporate requirements. Undertakes periodic reviews outcomes and business measures to identify areas for improvement.</p> <p>Regularly reviews procedures, processes and systems and identifies ways to improve them in order to deliver organisational objectives.</p>

Generic Competency	Indicators
<b>Organisational &amp; People Leadership</b>	<p>Uses understanding of the external and internal context together with WCC's strategy and partnership arrangements to deliver service outcomes.</p> <p>Recognises how political changes and sensitivities impact on own and team's work.</p> <p>Monitors and reviews the changing needs of customers, anticipates the resulting changes and the impact on own and team's work. Works with key stakeholders to develop a clear and agreed view of service requirements and outcomes. Enables WCC to respond with agility to changing priorities.</p> <p>Role models WCC leadership behaviours and inspires staff and partners to engage fully with the vision and direction. Promotes and facilitates an environment of common focus and action, collaboration and personal development.</p> <p>Develops capability across the team. Encourages talent and promotes continuous learning and development for all. Ensures colleagues take responsibility for their own development. Shares own expertise through coaching and mentoring and creates an inclusive environment and values the diversity of all.</p> <p>Recognises individual contribution and success. Considers the wellbeing of individuals and offers support to colleagues. Promotes WCC Values, Behaviours and ways of working.</p>
Generic Competency	Indicators
<b>Finance and Commercial Leadership</b>	<p>Considers key financial and commercial issues in the development of the contracting model and implements these as appropriate in contract terms and conditions.</p> <p>Works with key stakeholders to develop a clear and agreed view of WCC service requirements and target outcomes. Sets and reviews operational budgets, manages costs and delivers operational and cost efficiency.</p>

	<p>Uses financial and management information to forecast budgets and applies knowledge of commissioning and managing partnerships to deliver services.</p> <p>Negotiates contracts in a commercially astute manner and ensures that value for money is achieved.</p> <p>Analyses how money has been spent and value delivered. Measures performance, challenges inefficiencies and proposes change and makes improvements happen.</p> <p>Assesses the level of resource and the required approach to manage contracts.</p>
Generic Competency	Indicators
<b>Strategic thinking &amp; planning</b>	<p>Reviews external developments together with the organisation's strategic plans to identify trends, opportunities, risks and benefits which affect the work of their team.</p> <p>Remains up to date and takes into account political, economic, environmental, technological, operational and social developments that have an impact.</p> <p>Develops insight into the issues facing WCC and uses these to contribute to the functional agenda and purpose in delivering services to meet stakeholder requirements.</p> <p>Develops and uses insights to create prioritised plans to enable the achievement of the organisation's commissioning and delivery goals.</p> <p>Anticipates and responds to organisational issues and challenges by balancing a range of operational interventions and solutions.</p> <p>Ensures all their activities are focussed, co-ordinated and prioritised on delivering greatest value for the organisation.</p>
Generic Competency	Indicators
<b>Performance &amp; standards</b>	<p>Sets the delivery framework and ensures contractual, service, quality and performance measures are met.</p>

	<p>Measures performance, challenges inefficient processes and practices, and initiates improvement.</p> <p>Develops and reviews policies, procedures and processes, identifying and implementing improvements to achieve the service objectives.</p> <p>Develops effective approaches to programme development and implementation, taking into account conflicting demands and anticipates problems and opportunities.</p> <p>Evaluates results and assesses the effectiveness of processes and systems with a view to identifying learning and improvements.</p> <p>Expects and supports high standards of performance through clear purpose and accountability and challenges poor performance.</p>
<b>Generic Competency</b>	<b>Indicators</b>
<b>Relationship management</b>	<p>Takes steps to understand and consider the diverse opinions of stakeholders ahead of providing advice or decision making.</p> <p>Develops deep insight into own style and impact and is adept at reading and influencing a variety of people.</p> <p>Builds shared ownership and increased commitment by giving responsibility and recognition to colleagues and team members.</p> <p>Builds and maintains effective relationships with key stakeholder groups.</p> <p>Builds strong relationships based on credibility and trust with the internal or external customer and the wider organisation.</p> <p>Engages and empowers others to work collaboratively across all functional boundaries and with stakeholders.</p>
<b>Generic Competency</b>	<b>Indicators</b>
<b>Personal Management</b>	<p>Displays leadership behaviours and remains calm and objective in all situations.</p>

	<p>Demonstrates flexibility and adaptability in light of new information. Accepts feedback and responds in a thoughtful and considered way.</p> <p>Delivers personally and through others across projects by setting clear goals and targets, monitoring progress and holding people to account.</p> <p>Pursues and adopts a continuous learning and professional development approach, showing interest in new ideas and opportunities to build on success.</p> <p>Builds positive and collaborative relationships based on trust and support.</p>
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## Our Values and Behaviours

We want to support our workforce to be best they can be. Our Behaviours and values provide a framework for our culture and give reflect the standards we expect from all our people. We are committed to creating a working environment of equality, respect and inclusion where everyone can thrive and contribute to our community. Working with us gives you the opportunity to make a real difference to the lives of the people of Warwickshire.

You must be able to demonstrate you role model the Warwickshire values and six behaviours.

### Our Values and Behaviours – The Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy



do what  
we say



move with  
purpose  
and energy



focus on  
solutions



help people  
and  
communities  
to find their  
own solutions



build strong  
working  
relationships



be the  
best we  
can be