

## SENDAR Delivery Lead

<b>Directorate: Service area:</b>	Children and Young People SEND and Inclusion and ABP
<b>Accountable to:</b>	Strategy & Commissioning Manager, (SEND & Inclusion)
<b>Accountable for:</b>	Joint strategic direction and delivery of the SENDAR team in delivery of EHC needs assessments, issuing of EHCPs and review and monitoring processes for EHCPs. Disagreement resolution and tribunals £58 million Budget ~ 37 FTE
<b>Politically restricted post</b>	No
<b>Delivery teams:</b>	SENDAR
<b>Grade</b>	HAY F

### Context

As the SENDAR Delivery Lead, you will play an active delivery and strategic role as part of the overall SEND and Inclusion Senior Leadership Team (SLT) with other senior leaders working directly for the Strategy and Commissioning Manager for SEND (Special Educational Needs and Disabilities) and Inclusion.

This is a new post establishing joint responsibility for leading the SENDAR team. This post will lead on Assessment and Disagreement Resolution, whilst the other SENDAR Delivery Lead will lead on Review and Quality. The two SENDAR Delivery Leads will jointly lead the overall team with one consistent approach.

The ~46 full time equivalent (FTE) SENDAR Team will work cross functionally alongside the Educational Psychology Service, Specialist Teaching Service, EMTAS, Elective Home Education, Section 19 duties (i.e., exclusions and medical needs) and Alternative Provision to ensure the delivery of the SEND and Inclusion Core Offer.

The Council has established a "team around the school" approach that will require all service leads to be responsible for ensuring joint working across SEND teams in a geographical area in accordance with Standard Operating Procedures SOP's.

You will have responsibility for delivering the Strategic direction of the service in terms of CPD and professional standards. You will work closely with the SEND and Inclusion Senior Leadership Team to support effective functioning of all the SEND and Inclusion Service teams in delivery of the "team around the school" approach.

As SENDAR Delivery Lead you will be responsible for:

## SENDAR Delivery Lead

Collaborating with senior colleagues and leading on strategic projects across SEND and Inclusion.

Developing and embedding a performance culture, built on the development and maintenance of standard operating procedures' (SOP's), that delivers results through consistent ways of working, rigorous challenge, disciplined delivery, and continuous improvement, ensuring that resources are targeted on business priorities and meeting customer needs.

Supporting and ensuring a structured, systematic, and supportive approach to leadership, within the leadership team and with respect to the wider SEND and Inclusion Service.

Jointly, providing strategic planning and oversight of the SENDAR team, in order to ensure:

- the delivery of key performance indicators that serve to optimise outcomes for children and young people
- the managers and practitioners within the SENDAR team are conversant with current practice and any new developments within the council, locally and nationally including the strategic implementation to new initiatives for SEND
- the continued development of the service so that it is equipped to meet current and future needs of the children and young people in Warwickshire
- the local authority fulfils its statutory responsibilities in respect of the management of EHC needs assessments, plans, monitoring and annual reviews
- preparation for and involvement in the Local Area OFSTED/CQC SEND Inspection and development of the Self Evaluation Framework (SEF)

You will develop and maintain good working relationships with a range of key stakeholders including children, young people and their families, statutory partners, service providers, voluntary sector, and customers.

Joint responsibility for the strategic direction and commissioning of a quality SENDAR Service.

You will also have responsibility to support the outcomes in line with the One Council Plan, Education Strategy and SEND Strategy linked to the work of SENDAR.

Through robust performance management, goal setting, including the use of Key Performance Indicators (KPIs), you will identify areas for development and continuous improvement. You will support and work alongside the Strategy and Commissioning Manager and other Strategy/Delivery Team Leaders in achieving our Service Area and overall Organisational vision and outcomes.

### Specific role assignment

<b>Delivery responsibilities</b>	<ul style="list-style-type: none"><li>• Work alongside other senior leaders and the head of service at a strategic level to support the development of a progressive and inclusive approach to special educational needs in WCC</li></ul>
----------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## SENDAR Delivery Lead

	<ul style="list-style-type: none"> <li>• Work as part of the SLT to ensure Matrix management of the entire Service to deliver the "team around the school" approach across all geographic areas.</li> <li>• Work closely with the SENDAR Delivery Lead for Review and Quality</li> <li>• Lead and manage developmental projects that address the priorities of the service and LA.</li> <li>• Have a key role in the QA across SENDAR and as appropriate, provide a lead for external review (e.g., DfE and/or Ofsted)</li> <li>• Work closely with the SENDAR Delivery Lead for Review and Quality to ensure the Local Authority complies with SEND statutory process and requirements</li> <li>• Ensure that WCC's SEND framework for the EHC needs assessment processes adhere to statutory timescales and provide high quality EHCP documentation that is positively received by stakeholders</li> <li>• Ensure the commissioning of the disagreement resolution arrangements are effectively managed</li> <li>• Work in collaboration with children, young people, their families, education providers and other stakeholders to maximise outcomes for children and young people at a strategic and operational level across the LA.</li> <li>• Provide SENDAR with a clear sense of vision and direction, generating a commitment to securing change through the appropriate involvement of educational psychologists and others including service users</li> <li>• Support and enable the council to fulfil its statutory duties in relation to children and young people with special educational needs.</li> <li>• Ensure all staff within SENDAR have the CPD and training to develop knowledge and skills to deliver a high-quality service</li> <li>• Ensure children and young people with special educational needs and their families are at the centre of all practice and processes relating to the work of the educational psychology teams and Inclusion Service.</li> <li>• Implement Continuous Improvement of Services</li> </ul>
<b>Key business measures</b>	<ul style="list-style-type: none"> <li>• KPI around Service Delivery <ul style="list-style-type: none"> <li>- % EHC assessments issued in 20 weeks</li> <li>- % Of annual review paperwork managed within set time periods</li> <li>- % Of learners with EHCPs in mainstream -</li> </ul> </li> </ul>

## SENDAR Delivery Lead

	<ul style="list-style-type: none"> <li>v- specialist settings</li> <li>• Compliance with service level agreements SLA</li> <li>• Key Business Measures</li> <li>• Team capability and competence training completion and continuous professional development (CPD)</li> </ul>
<b>Statutory responsibilities</b> <i>(if applicable)</i>	<ul style="list-style-type: none"> <li>• Delivery of KPIs linked to EHC needs assessments, annual reviews, disagreement resolution and tribunals ensuring high quality identification of special educational needs and high quality EHCP writing.</li> </ul>
<b>Specific experience</b>	<ul style="list-style-type: none"> <li>• Experience in and leading and managing at a strategic level in local authority leadership, champion new initiatives in support of strategic goals, encourage others to change and negotiate and implement change successfully</li> <li>• Experience of participating in partnerships and build relationships to achieve service, council, and local community priorities.</li> <li>• Evidence of managing SENDAR services or elements of a service successfully</li> <li>• Proven experience of providing direction and clear vision to those you work with to ensure service excellence</li> <li>• Evidence of CPD relating to strategic work, maintaining a position at the leading edge of own professional function, and applying this within the organisation.</li> <li>• A proven history of delivering functional improvements, including experience of planning and budget/fiscal management</li> <li>• Experience of planning and managing work to meet individual, team, and service objectives, whilst achieving quality and value for money.</li> <li>• Experience of managing complex, difficult and challenging situations where there are competing priorities and agendas within the service and with other stakeholders</li> <li>• Experience of implementing systems to measure the impact of team activity</li> <li>• Experience of seeking feedback from stakeholders about services provided that has been used to undertake/make recommend continuous improvements to services.</li> <li>• Experience of implementing surveys with key stakeholders</li> </ul>
<b>Specific qualifications/and registration</b>	Degree

## SENDAR Delivery Lead

	Professional post-graduate qualification or relevant experience working at a Senior Level
<b>Budget responsibility</b>	Circa £67 million
<b>FTE responsibility (line management)</b>	5-10
<b>Key stakeholder relationships</b>	EY Settings, Schools, Education Providers; Social Care and Early Help staff; Frontline health providers e.g., SaLT, OT, Physio, CCNs, Compass; Parent Forums; Health Commissioners; Paediatricians; Voluntary Sector leaders; Professional Associations; Elected Members

Commitment to safeguarding, with knowledge and understanding of current requirements and national policies.

An ability to travel effectively, on a regular basis, across the whole county in line with service policy and practice.

### Generic capabilities of the role

Generic Capability	Descriptor
Business Acumen	<ul style="list-style-type: none"><li>• Deliver in year service plan (1 year)</li><li>• Effective contract and supplier management</li><li>• Meet budget, savings, and income targets</li><li>• Effective management of SLAs with external partners</li></ul>

- Contribute to the operational planning of the service with the commissioning team
- Ensure effective contract management arrangements are in place
- Manage costs down, deliver savings and income targets (as applicable)

Generic Capability	Descriptor
Performance & standards	<ul style="list-style-type: none"><li>• Statutory compliance</li><li>• Professional practice</li><li>• Procedure compliance</li></ul>

- Execute the statutory or regulatory duties that are in place and delivered across the team.
- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.
- Execute the relevant policies and procedures to ensure the outcomes are delivered.

Generic Capability	Descriptor
--------------------	------------

## SENDAR Delivery Lead

Operational management	<ul style="list-style-type: none"><li>• Deliver operational performance objectives</li><li>• Manage the workforce</li><li>• Deliver continuous improvement plans</li></ul>
------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- Meet the service key business measures for the service
- Manage and allocate resources to meet key business measures
- Use data and insight to improve service performance

## Generic leadership competencies

Capability	Descriptor
People Management	<ul style="list-style-type: none"><li>• Workforce development</li><li>• Workforce planning</li></ul>

- Support in the recruitment of team members including providing a framework of support to new staff
- Provide professional support, through matrix management arrangements to the senior PLANCos based in one of the three locality teams
- Retain and attract the required capabilities of the team through effective talent management
- Set and deliver stretching performance objectives
- Support in the undertaking of annual appraisals with the team
- Support teams through organisational change

Capability	Descriptor
Management of resources & planning	<ul style="list-style-type: none"><li>• Monitors the service performance framework</li><li>• Effective service design</li></ul>

- Plan, task, deploy and co-ordinate resources to meet changing operational needs as required
- Monitor, plan, and review service outcomes ensuring delivery of personal and team objectives
- Identify the capacity of the delivery service through effective workforce planning.
- Support the implementation of integrated working across teams

Capability	Descriptor
Organisational leadership & resilience	<ul style="list-style-type: none"><li>• Deals with performance issues</li><li>• Maintains business continuity</li><li>• Role model of how we work principles</li></ul>

- Maintain business continuity in the event of service disruption
- Effectively addresses performance issues within the team
- Enable the team to work in a high-performance culture

## **SENDAR Delivery Lead**

- Act and operate corporately across WCC adopting the one council approach
- Function as a positive role model for WCC's values and behaviours at all times
- Represent the interests of the Council on external bodies and networks

## SENDAR Delivery Lead

### WCC values and behaviours

The post holder must be able to demonstrate that they role model the WCC values and behaviours.

### Our Values – The Warwickshire DNA



### Our Behaviours



**Strategy...** the direction we will take to achieve our outcomes



**Plan...** what we will do to achieve the strategy



**Commissioning...** the process of how we will plan, purchase and monitor our services



**Strategic Commissioning...** the process for understanding, planning and delivering services to achieve the best outcomes



**Operational Commissioning...** the process for meeting need at an individual level or to a specific group



**Delivery...** providing services to our customers

