

# Head of SEND



## Job Description

|                      |                                 |                               |    |
|----------------------|---------------------------------|-------------------------------|----|
| <b>Directorate:</b>  | Education & Children's Services |                               |    |
| <b>Service:</b>      | Inclusion Service               |                               |    |
| <b>Location:</b>     | Countywide, Lancashire          |                               |    |
| <b>Salary range:</b> | £77,834 - £85,120               | <b>Grade:</b>                 | 14 |
| <b>Reports to:</b>   | Director                        | <b>Staff responsible for:</b> |    |

### Job purpose and scope

Responsible for delivering the Special Educational Needs, Disabilities, and Inclusion Service by leading, influencing, shaping, and challenging at a senior level to inform service planning, development, associated budgets, and delivery. Delivering a vision and strategy which enables special educational needs, disability, and inclusion services to support educational settings to achieve strong ambitions and the best educational outcomes for children and young people.

This is underpinned by the Corporate Vision; to enable Lancashire to be the best place to live, work and prosper and the Lancashire Ambition Statement: putting our children and young people first.

For children who go to a school in Lancashire, our ambition is that:

- Every child goes to a school or educational setting that is at least good and is safe and secure
- Wherever possible, every community has a local school or provider that serves and is responsive to the local need
- All children leave school fully literate and numerate, able to excel in their chosen academic or vocational subjects, and able to compete with others nationally, ready to take their next steps
- Each school has a rich and broad curriculum that matches the needs of the children, is designed by the school and is exciting, creative, and innovative

As a strategic leader implement effective operating models for the workforce, service priorities, statutory requirements, regulations, and systems

To work as part of a collaborative Education and Children's Services Directorate Leadership Team to effectively contribute to:

- Leading and developing multi-agency strategic partnerships
- Leading and delivering corporate parenting responsibility for children and young people in our care

### Performance Indicators

- Quality of advice/service against legal, safety and best practice standards
- Achievement of relevant service targets
- Adherence to internal/external quality standards if applicable
- Adherence to policies and procedures
- Accuracy and timeliness of information recording and processing
- Customer and stakeholder feedback
- Leading Lancashire Framework

## Leading Lancashire – Our Leadership Framework



# Leading Lancashire

## Our Leadership Framework

**Our Vision and Values** We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.” This vision is at the centre of everything we do. Embedded in our identity are our values: **Supportive, Innovative, Respectful, and Collaborative**, our guiding principles that enable everyone to thrive.



### Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

**Responsibilities, Capabilities, Behaviours, and Results.**

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



### The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset; Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



### Levels of Leadership

The Leading Lancashire framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

**VISIONARY** (Long-Term Direction):

**Level 1 & 2 Leadership – Executive Directors and Directors**  
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

**SHAPING** (Medium to Long-Term Strategy):

**Level 3 Leadership – Heads of Service**  
Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation's success in the medium to long term.

**OPERATIONAL** (Short-Term to Immediate Effectiveness):

**Level 4 Leadership – Management Roles**  
Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis. These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the Leading Lancashire framework.

## Accountabilities/Responsibilities

- Lead the Council's responsibility to comply with and implement the statutory requirements for children and young people with special educational needs and disabilities
- Be accountable for the delivery of services within Special Educational Needs, Disabilities, and Inclusion, supporting and challenging mainstream and special school's provision
- You will represent the Authority in working with key strategic partners of Education and Skills and will lead and develop the inclusion strategy for Lancashire
- To lead the SEND improvement plan for Lancashire
- You will be accountable for the effective interface with all phases of schools at a strategic level and also with health, social care, and education partners, promoting inclusion and driving the integration of services for children with additional needs
- Maintaining effective multi-agency and multi-professional partnerships locally and contribute to county-wide developments to promote positive outcomes for children and young people with special educational needs and disabilities through the Lancashire Children and Young People's Plan

- You will be jointly responsible for setting the strategic direction for Education and Skills within the context of the Corporate Strategy
- Working with primary and secondary schools and education partners, you will have responsibility for the Council's work with the Mediation Services, SEN Tribunal and Local Government Ombudsman to resolve disputes and/or complaints effectively and efficiently
- Responsibility for determining how best to achieve the objectives related to your service area. This includes the development, implementation and communication of strategy, policy, and operational business plans across the wider service area of responsibility, scanning the horizon for relevant changes that may impact the business
- Utilising significant levels of judgement, you will lead on the design and delivery of business plans to resolve service issues or to achieve service improvements. This includes innovative and creative thinking, detailed analysis and evaluative skills, assessment of risks, initiating/scoping improvement projects and leading on the design and delivery of objectives
- Leading the delivery of service objectives to meet internal/external customers' needs, to inform multi-agency initiatives, and to facilitate management decision-making which will have medium to long term effects on the service
- Implementing corporate initiatives spanning the organisation, cutting across services outside of direct responsibility and control to ensure delivery against strategic objectives
- Leading medium to large scale change programmes through the evaluation of existing provision, recommendation of service improvement initiatives for decision by senior management and delivery of chosen models to meet improvement objectives
- Represent the Council at external forums, conferences, and meetings to build professional networks and influence wider policy agendas
- Attend Scrutiny Committee, Cabinet Member and County and District Councillor briefings
- Lead, develop and promote a culture of continual professional development of all staff at each level.
- Manage the Special Educational Needs, Disabilities, and Inclusion Service budget
- Comply with legislation and government guidance in meeting the educational, health and social care needs of children and young people with special educational needs and disabilities and specifically the Children and Families Act 2014, the SEN Code of Practice, the Children Act and the Chronically Sick and Disabled Children Act and any subsequent variations or additions
- Any other duties commensurate with the grade of the post

### Other

- **Equal Opportunities**

We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.

- **Health and safety**

All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

- **Customer Focused**

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

- **Safeguarding Commitment**

We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

- **Skills Pledge**

We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

### Our Values

**We expect all our employees to demonstrate and promote our values:**

- **Supportive**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

- **Innovative**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

- **Respectful**

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

- **Collaborative**

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.



## Person Specification

All the following requirements are essential unless otherwise indicated by \*

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

### Qualifications

- Degree level qualification or equivalent
- Professional qualification in Education or a related field at Level 7 or above
- Evidence of relevant and challenging continuous professional development
- Relevant SENCO qualification, or working towards, or significant equivalent experience

Management qualification at Level 5 or above \*

### Experience

- Significant professional and / or management experience of a strategic operation / service in Education or a related field
- An effective record of delivering significant service improvement against challenging objectives and resources
- Experience of leading, inspiring, and motivating a team or teams to drive services forward to achieve delivery improvement with stretched resources and competing priorities
- Experience of working across services outside of the area of responsibility to ensure delivery of corporate objectives / whole school objectives
- Successful financial management including prioritisation of resources
- A proven record of responsibility for operational management of a service spanning across an arm of an organisation in Education or a related field \*
- A track record of successfully engaging, guiding, and influencing senior managers / equivalent key stakeholders\*
- Experience of achieving and sustaining income targets in respect of traded services\*

Experience of leading or contributing to regional/national projects, events or similar\*

### Essential knowledge, skills & abilities

- Detailed knowledge of the Education and Skills sectors
- Expert up-to-date knowledge of relevant legislation, statutory guidance, and local authority procedures in relation to service areas of responsibility: SEND, Specialist Teaching, Educational Psychology and Alternative Provision
- An awareness of the political context at a regional and local level
- Ability to lead, develop, manage, and motivate services / teams in a challenging and changing environment
- Ability to quickly build credibility with senior managers and stakeholders
- Ability to embed services which are compliant and fit with the wider organisational strategy
- Ability to utilise significant judgement to lead the design and delivery of a service / collection of services operational business plans to resolve service issues or improve services; including creative

and innovative thinking and risk assessment

### Other essential requirements

- Commitment to equality and diversity.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others.
- This is an essential car user post  
*You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances consideration may be given to applicants who, as a consequence of a disability, are unable to drive*