



Job Description

This job description has been designed to indicate the general nature and level of work required of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list, and the line manager may vary duties from time to time which do not change the general character of the job, or the level of responsibility entailed.

Post Details	
Job Title	Job Description - Programme Manager (SEND Reform & Transformation)
Service	Children's Services
Team	SEND and Inclusion
Location	Shute End / Hybrid
Reports to	Service Director SEND and Inclusion
Worker Style	Hybrid - Remote working with attendance at Council offices as and when required
Responsible for	None
Grade	10
Contract Type	Permanent

Main Accountabilities	
1.	Programme Delivery and Performance • Lead delivery of the Local SEND Reform Plan and Priority Action Plan, establishing and maintaining detailed delivery plans with clear milestones, ownership, dependencies and RAG status. • Drive delivery at pace across SEND improvement activity, ensuring robust tracking of progress, early identification of slippage, and direct intervention to unblock barriers and recover delivery. • Embed a clear delivery architecture across SEND programmes, ensuring all workstreams are properly scoped, sequenced and aligned to statutory responsibilities, inspection frameworks and service priorities. • Define, track and report key performance indicators and outcomes, ensuring a clear line of sight between activity, outputs and improved outcomes, supported by performance dashboards and regular review cycles.
2.	Operational Alignment and Service Impact • Work closely with Heads of Service and operational leads within SEND & Inclusion to ensure that programme activity translates into sustainable improvements in frontline practice and service delivery. • Align reform activity with operational service priorities, ensuring that improvement work is embedded in day-to-day delivery and not operating as a standalone programme.





	- Support operational problem-solving and service improvement, using programme insight, data and analysis to identify and address systemic issues impacting delivery. - Contribute to workforce and service development, supporting the development of roles, capacity and ways of working required to deliver SEND reform priorities.
3.	System Leadership and Partnership Accountability - Drive system-wide accountability for delivery, ensuring that partners across education, health and social care are clear on their roles, responsibilities and expected contributions. - Work collaboratively with schools, settings, health partners and the voluntary sector, providing appropriate challenge and support to ensure delivery commitments are met. - Lead co-production and shared delivery, ensuring children, young people and parent carers are meaningfully involved in shaping and delivering improvement.
4.	Governance, Risk and Inspection Readiness - Develop and lead effective SEND governance arrangements, enabling timely decision-making, transparent reporting and appropriate escalation. - Lead system-wide risk, issue and dependency management, ensuring risks are actively mitigated and owned, with escalation and intervention where required. - Ensure the partnership is continuously inspection ready, maintaining a live self-evaluation, evidence base and performance narrative, and driving action to close identified gaps.
5.	Financial and Resource Alignment Support financial oversight of SEND transformation activity, ensuring delivery aligns with financial sustainability priorities, including High Needs Block recovery and value for money.
6.	Leadership and Capability - Lead, motivate and develop staff, building a high-performing team with strong delivery focus and accountability. - Champion high-quality programme and performance management practice, embedding consistent tools, standards and disciplines across SEND improvement activity. - Support wider service and organisational capability building, promoting best practice in programme management, data use and continuous improvement.
7.	Corporate Contribution - Provide strategic insight and challenge to support service planning, performance management and quality assurance across Children's Services. - Undertake any other duties commensurate with the general level of responsibility of the post.





Person Specification	Essential	Desirable
Education/Qualifications	Programme or project management equivalent experience Educated to degree level or able to demonstrate equivalent knowledge, skills and aptitude.	Membership of a relevant professional body. Change management qualification (e.g., Prosci). Knowledge of local government and children's services transformation
Experience	Proven experience of leading complex, multi-agency programmes within children's services or a related sector Demonstrated ability to drive delivery at pace under external scrutiny (e.g. inspection or statutory frameworks) Experience of translating strategy into operational delivery and embedding change in frontline services Experience of working with senior leaders, elected Members and system partners Experience of holding stakeholders to account and influencing across organisational boundaries Experience of working with third party providers, partners or consultants.	Experience of SEND transformation, education improvement or cross-system reform. Experience of working with schools, health partners, social care, parent carers or multi-agency SEND partnerships. Experience of preparing for or responding to Area SEND Inspections or similar regulatory frameworks. Experience of delivering change in a statutory or regulated environment.
Skills/Knowledge	Highly developed organisational skills. Strong communication skills, including the ability to prepare clear reports and briefings for senior audiences. Excellent interpersonal skills and the ability to work collaboratively with a wide range of stakeholders. Ability to produce clear, concise and high-quality documentation. Ability to work independently, solve problems and make decisions to secure required results. Strong IT skills, including Microsoft Office and project management tools.	Understanding of the SEND Code of Practice, the SEND & AP Improvement Plan, and the Area SEND Inspection Framework. Knowledge of business improvement methodologies and supporting technologies. Understanding of the ADKAR approach to change.





Purpose Details	
Service Purpose	The SEND & Inclusion Service exists to ensure that children and young people with special educational needs and disabilities achieve positive outcomes, are supported to thrive within their communities, and are enabled to prepare effectively for adulthood. The service provides strategic leadership, coordination and delivery of the local area's statutory responsibilities for SEND, working in partnership with education, health, social care and the voluntary sector to secure a coherent, inclusive and high-quality system of support. Through the implementation of the SEND Strategy, Priority Action Plan and Local SEND Reform Plan, the service will drive continuous improvement across the system, ensuring that provision is inclusive, timely, and responsive to need. This includes strengthening early identification and intervention, enabling mainstream settings to meet a broader range of needs, and ensuring that specialist support is accessible and effective where required. The service is committed to embedding co-production with children, young people and their families, ensuring their voices shape service design, delivery and improvement. It will maintain a strong focus on equity, ensuring that support is delivered consistently and fairly, and that variation in quality and experience is reduced across all settings. The service will ensure robust performance management, data-led decision-making and clear accountability for delivery, enabling progress to be tracked and improvement to be evidenced. It will also ensure the local area is consistently inspection ready, with a strong self-evaluation, evidence base and clear narrative of impact. In delivering its work, the SEND & Inclusion Service will promote a culture of high ambition, collaboration and continuous learning across the partnership, ensuring that all agencies take shared responsibility for improving outcomes and experiences for children and young people with SEND.
Role Purpose	The Programme Manager will lead the delivery of the Local SEND Reform Plan and Priority Action Plan within Children's Services, ensuring that improvement activity is delivered at pace and results in sustainable, measurable improvements in outcomes and experiences for children and young people with SEND. Sitting within SEND & Inclusion, the role will bridge strategy and operational delivery, translating priorities into a coherent and tightly managed programme of work across education, health, social care and partner agencies. The postholder will ensure strong delivery grip across all workstreams, with clear ownership, performance tracking, and active intervention where progress is off track. They will play a key role in embedding system-wide accountability, strengthening operational delivery, and ensuring that the local area is consistently inspection ready. Success in this role will be demonstrated through: • Delivery of Priority Action Plan actions to agreed timescales • Strong and sustained inspection readiness • Clear evidence of improved outcomes and experiences for children and young people with SEND • Increased partner ownership and accountability across the system • Strengthened operational delivery within SEND services
Corporate Parenting	You will champion the principles of corporate parenting by embedding its ethos in all aspects of service delivery, ensuring decisions and actions consistently reflect the responsibility to act as a corporate parent to children in care and care leavers, and actively contribute to shaping and implementing the wider corporate parenting strategy.





Supervision and Relationships	
Supervision Received	Reports to the Service Director SEND and Inclusion.
Supervision Given	None
Contacts	Works closely with: • Head of Strategy, Transformation and Programmes • Heads of Service (SEND & Inclusion) • Education, Health and Social Care partners • Schools, settings and trusts Parent Carer Forum and voluntary sector

Resources/Budget Management
Supports monitoring of SEND programme budgets and contributes to ensuring delivery aligns with financial sustainability and commissioning priorities.

Special Requirements
Some evening work or attendance at evening meetings may be required.

Occupational Health Risk Assessment	Details
Skin/Respiratory Sensitisers	N
Working at Height	N
Exposure to Noise (>80-85dB)	N
Confined Spaces	N
Frequent Display Screen Equipment Use	Y
Driving for Work	Y
Hand Arm Vibration	N
Lone Working	N
Healthcare/Social Contact with Patients	N
Blood Borne Viruses Exposure	N
Food Handling	N





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Working with Animals	N
Specialised Medical Screening	N
Night Working	N
Safety Critical Work	N

Nature of the Role	Details
Healthcare or Hospital Work	N
Working with Children (under 18)	Y
Working with Elderly/Vulnerable Adults	N
Work Environment Details	Hybrid - Remote working with attendance at Council offices as and when required

Role Involvement	Details
Working with Children	Y
Working with Vulnerable Adults	Y
Both of the Above	Y
Providing Care/Supervision for Children	N
Providing Care/Supervision for Vulnerable Adults	N
Both of the Above	N
None of the Above	N

Disclosure and Barring Service (DBS)	Details
DBS Requirement	Basic DBS
Eligibility Tool	Find out which DBS check is right for your employee - GOV.UK (Find out which DBS check is right for your employee - GOV.UK)

Re-checks
Basic DBS





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Evaluation Declaration

Date of Evaluation:

July 2026

Evaluated by:

HR Team

