

Senior Manager for Alternative Provision



Job Description

Directorate:	Education & Children's Services		
Service:	Inclusion Service		
Location:	County Hall / Hybrid		
Salary range:	£66,336 - £72,150	Grade:	13
Reports to:	Head of Inclusion	Staff responsible for:	Up to 8

Job purpose and scope

To work in collaboration with all services supporting access to a suitable, inclusive education. The post holder would have line management responsibilities for elective home education, alternative provision (including Section 19 and the Pupil Referral Units and unregulated provision) and education medical services. They would be responsible for providing expert advice, strategic direction and professional leadership to support corporate priorities and statutory duties. Working with the Head of Service and other leaders within the wider service, the post holder will shape and deliver strategy, influence senior decision-making and lead complex, high-impact initiatives to ensure effective, suitable inclusive education for all children and young people across Lancashire.

Performance Indicators

Strategic Leadership

- Delivery of a clear pathway to access a suitable education.
- Influence on key policy, funding, and investment decisions.
- Provide strategic oversight of the budgets for these teams.
- Alignment with corporate and transformation priorities.
- Developing and implementing strategic business plans in line with the core purpose and objectives of Inclusion Services.
- Leading the delivery of service objectives and collaborating with partners to deliver multi-agency initiatives.
- Leading, developing, and promoting a culture of continuous professional development for all staff.
- Ensuring robust systems are in place to maintain and produce accurate and timely data for statutory compliance and evaluation of service delivery.
- Engaging with partners and stakeholders to advocate and raise the profile of Lancashire's Inclusion Services.
- Influencing key decision makers at senior levels, both internal and external to the council

Stakeholder Leadership:

- Strong partnerships with schools, SEND Partnership, Lancashire Parent Carer Forum
- Effective multi-agency collaboration
- Positive stakeholder engagement
- Political engagement and responsibilities including drafting and delivering briefings on subjects under line management.

Organisational Leadership

- High-performing, accountable team
- Culture of innovation and continuous improvement
- Delivery of efficiency and service improvements

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

- Support with the delivery of the alternative provision strategy and SEND Refoms aspects linked to access to suitable education
- Provide authoritative advice and influence senior decision-making through robust analysis and technical expertise.
- Oversee forecasting, data integrity, and intelligence to underpin effective planning and risk management.
- Direct the delivery of clear alternative provision support pathways and interconnectiveness across other services and pathways, for example SEND statutory service processes.
- Build and lead strong partnerships across schools, trusts and wider colleagues.

- Maintain public confidence through transparent communication and high-quality stakeholder engagement.
- Drive innovation, continuous improvement, and service transformation.
- Lead and develop a high-performing team, ensuring accountability, compliance, and delivery of service objectives.
- To lead the development and implementation of quality assurance approaches, commissioning arrangements for unregulated alternative provision.
- To lead key service development for alternative provision, education medical services and elective home education utilising legislation, partnership working and change management approaches.
- To lead and oversee inclusion support services such as the education inclusion roles, home education support and medical provision support ensure outcomes are clear and service impact is tracked.
- To drive the strategic development and effective use of education management systems, ensuring data integrity, system optimisation, and alignment with service delivery needs to support informed decision-making and performance monitoring.
- To work across organisational boundaries to deliver integrated approaches, linking alternative provision pathways to SEND statutory processes and early intervention via social care or early help services ensuring coherence across the system.

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

- Professional qualification at Level 6+ in related discipline
- Evidence of continuous professional development
- Management qualification or significant management training or commitment to work towards
- Qualified Teacher Status*

Experience

- Proven senior-level experience in education
- Track record of delivering strategic change in teams / services
- Experience working with schools and wide partners
- Experience of advising senior leaders and elected members
- Experience of leading and managing a team through a period of change

Essential knowledge, skills & abilities

- Ability to work across the service to ensure less duplication and more collaboration
- Demonstrates authoritative knowledge of interpretation of local data to inform strategic decision-making and ensure sufficient high-quality provision.
- Applies a strong understanding of Section 19 Education Act 1996, SEND Code of Practice 2014 and proposed Wellbeing in Schools Bill 2026.
- Demonstrates a strong understanding of the associated guidance for permanent exclusions and suspensions, school attendance and admission and elective home education.
- Ability to operate with substantial experience within a complex local authority environment, providing credible, evidence-based advice and strategic direction across alternative provision, home education and education medical services.
- Ability to demonstrate well-established capability in multi-agency and sector partnership working, effectively influencing early years providers, schools, academy trusts, health partners, and private/voluntary sector organisations to deliver coordinated and sustainable outcomes.
- Ability to provide authoritative and confident leadership at a senior level, contributing to key decision-making forums and producing high-quality briefings and reports for senior leaders, elected members, and scrutiny, particularly in relation to access to a suitable education.
- Ability to operate in a proactive leadership capacity across a broad portfolio, identifying risks and opportunities relating to children not on a school roll yet requiring suitable education provision, targeted support and intervention and improved outcomes and integration.

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- Ability to exercise sound judgement in complex and sensitive situations, balancing competing priorities such as financial pressures, timely decision-making and responses, stakeholder expectations, safeguarding responsibilities and ombudsman feedback.
- Ability to maintain a strong focus on delivery and outcomes, ensuring that all children and young people receive a suitable education for their age, ability and aptitude and ensure service objectives are achieved through effective leadership, performance management, and continuous improvement.

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