

A large, stylized silhouette of a horse in profile, facing left, rendered in a light blue color against a darker blue background. The horse is depicted in a dynamic, rearing or galloping pose.

Service Manager – LADO Safeguarding Education Advisory Service

Kent County Council

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Introduction to Kent County Council

We are the UK's largest local authority, with a workforce in excess of 30,000 people, including maintained schools, serving a population of 1.5 million. We have various offices in central locations and a large number of service establishments throughout Kent; our corporate office is based in Maidstone.

More than two thirds of our workforce provide services directly to the public – such as domiciliary Care Workers, Classroom Assistants, Social Workers, Teachers, and Occupational Therapists etc.

Our annual budget covers a huge range of services. This translates into a host of interesting roles and career paths awaiting those who want to work in a leading edge public sector organisation.

Visit our website, www.kent.gov.uk.

Aims and objectives

Our focus is to work as one council to design and deliver a cohesive, modern public service offer for all Kent's residents, businesses and communities. This will bring together change projects consistently across the council and create organisational design opportunities to transform the way we work, including our people, assets, technology, structures and service delivery.

Success in delivering this aspiration will be determined using the following criteria:

- Working beyond the limit of organisational and service boundaries
- Thinking beyond the limit of our statutory powers
- Building capacity to provide sector and system leadership
- Delivering at both strategic and local scale
- Supporting economic security
- Delivering a cohesive service offer
- Flexibly using assets as part of public service design and delivery

Framing Kent's Future is our top-level council strategy for 2022 to 2026. It sets out the priorities that we will focus on over the next four years to tackle the challenges and make the most of the opportunities that the county is facing. Through delivering these priorities, our aim is to improve life in Kent and build a solid foundation for the county's future success.

<https://www.kent.gov.uk/about-the-council/strategies-and-policies/framing-kents-future>

The Strategic Reset Programme

The Strategic Reset Programme (SRP) is a multi-year transformation programme, bringing together both new and existing programmes and projects across Kent County Council. The programme will prepare us for the opportunities and challenges ahead and ensure that significant activities will be delivered in a collective, timely and disciplined way, with a strong focus on improving outcomes and realising tangible benefits.

Political Arrangements

The County Council has 81 councillors and elections take place every four years.

The political composition of the County Council is as follows:

Conservative	61 members
Labour	7 members
Liberal Democrat	5 members
Green Party	5 Members
Independent Groups	2 members

The Leader of Kent County Council is Roger Gough.

There is a Cabinet of Executive Members which meets regularly to debate policy issues and make key decisions. The cabinet comprises of:

Roger Gough	Leader of Kent County Council
Peter Oakford	Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
Dan Watkins	Cabinet Member for Adult Social Care and Public Health
Susan Carey	Cabinet Member for Environment
Sue Chandler	Cabinet Member for Integrated Children's Services
Clair Bell	Cabinet Member for Community and Regulatory Services
Rory Love	Cabinet Member for Education and Skills
Neil Baker	Cabinet Member for Highways and Transportation
Dylan Jeffrey	Cabinet Member for Communications, and Democratic Services
Derek Murphy	Cabinet Member for Economic Development

Structure of KCC

The structure of the organisation is as shown [here](#)

The Senior Officer team consists of six Corporate Directors. For more information on the Corporate Management Team please follow this [link](#)

The three directorates and two departments are as follows:

Adult Social Care and Health

The Directorate commissions and provides a range of services to improve outcomes for older and vulnerable adults, including those with mental health issues or disabilities, and their families. The Directorate supports vulnerable adults to live independently by promoting their wellbeing and supporting their independence. Services for adult mental health and learning disability already work in integrated teams with NHS colleagues and as a key partner in the Kent and Medway ICS we are developing multi-disciplinary teams within communities to support local care.

Responsible for services that include:

Public Health, Adults Central Referral Unit, Adult Community Teams, Safeguarding and quality, Kent Enablement at Home, Sensory and Autistic Spectrum Conditions Service, Integrated/Registered Care Centres, Day Centres, Community Learning Disability Teams, In-House Provision, Mental Health Services.

Growth, Environment and Transport

The Directorate comprises a range of key frontline, strategic, policy and commercial functions, and plays a major role in making Kent a better place to live, work and visit. The services provided, and the future the directorate helps to shape, affects every household in Kent. This includes strategic responsibility for the future of the county in terms of planning, economic development, transport policy, and major transport improvement schemes, waste disposal and recycling services. In addition, GET manages country parks; libraries; and delivers enforcement services including trading standards, community safety and emergency planning.

Responsible for services that include:

Highways, Transportation & Waste, Regulatory Services, Economic Development, Community Safety & Emergency Planning, Libraries, Registration & Archives, Sport & Country Parks, Arts including Kent Film Office, Development Planning, Planning Applications, North Downs Areas of Outstanding Natural Beauty, Flood Risk & Environment, Sustainability & Climate Change and Heritage Conservation

Children, Young People and Education Directorate

This Directorate combines and integrates the statutory responsibilities of Specialist Children's Services together with Education services and the targeted and universal services for children and young people within Early Help and Preventative Services. There is a strong focus on

alignment of resources to help ensure achievement of one of the key County Council strategic outcomes: 'Every child and young person in Kent gets the best start in life'. To improve outcomes for children and young people, services within the Directorate are working together with relevant partners to deliver the vision set out in the Children and Young People's Services Integration Programme.

Responsible for services that include:

Children's Social Care, Adoption & Fostering, Standards & School Improvement, Skills & Employability, Early Years and Childcare, Provision Planning, Fair Access, Educational Psychology, SEN Assessment & Placement, Youth Justice, Outdoor Education Centres, Children's Centres and Youth Hubs, Inclusion & Attendance, Early Intervention and Community Learning & Skills and Disabled Children and Young People Teams.

Chief Executive's Department and Deputy Chief Executive's Departments

The Departments support the delivery of our front-line services. The Directorate leads and coordinates major change, Organisational design and development and provides a critical client and contracting role with our trading companies including legal and customer contact. It provides Organisational wide governance, financial management and a major contribution to our political and external relationships.

Responsible for services that include:

Strategic Commissioning, Finance, Strategy, Policy, Relationship and Corporate Assurance, Governance, Law and Democracy, Technology, Strategic Reset Programme team, Marketing and Resident Experience, Infrastructure – ICT and property, Human Resources and Organisational Design, Health and Safety, Business Management and Client Relationships.

Job Description

Directorate:	Children Young People & Education
Grade:	KR14
Responsible to:	Assistant Director for Safeguarding, Quality Assurance and Professional Standards

Job outline:

Accountable for improving outcomes for children through strategic leadership and delivery of service wide quality assurance through the Quality Assurance Framework and Kent Practice Framework. Service Managers may manage Practice Development Services, Child Protection Conference (CPC) services, Independent Reviewing Officer (IRO) services and the LADO Safeguarding Education Advisory Service. In addition, Service Managers may take on various leads across integrated children services such as adolescence, Youth Justice, SEND, Family Hubs as well as specialisms within children social work practice. The aim is to achieve outstanding professional practice standards and effective quality assurance mechanisms and systems are in place to positively impact outcomes for children and young people.

There are three Safeguarding Service Managers overseeing both statutory and discretionary quality assurance activity, and they will have separate leads: One lead for Quality Assurance (QA SM) another for Professional Standards and Improvement (PS SM) and the third Service Manager leading on LADO Safeguarding Education Advisory Service and associated specialisms across the ICS and education directorates. The Service Managers will work closely together to deliver consistent messages to the senior management team. They will work closely with key strategic leaders and operational staff to ensure practice is consistently quality assured across the service and to ensure that performance improvement quality assurance practice develop together, adding value to each other.

The role of the service manager for LADO Safeguarding Education Advisory Service has the specialist role of leading on traded activity within the education safeguarding function. This requires a high level of business acumen to create a range of products with clear marketing and sales strategies to ensure the services' financials objectives are met.

Job accountabilities:

- Strategically oversee the development of resources, training packages and create learning opportunities for practice. This will form part of both the traded offer and complimentary offer to KCC workforce, partners and external education, early years and any other external providers and will include using the Delta platform for internal courses.

The post holder will lead the strategic development of the service, ensuring internal systems of

KPIs and quality assurance frameworks are in place to ensure highest standards of practice. Take the lead on reviewing aspects of safeguarding policy, practice and procedures, including where there are specific safeguarding practice concerns in education settings.

- Be responsible for the specific budget allocation within agreed parameters, achieving agreed targets. This will include both operational and strategic oversight through product creation, developing sales and marketing plans, utilizing analysis and evaluation to monitor the profit and loss of the traded activity.
- Strategically oversee the LADO statutory responsibilities in relation to the children's workforce including ensuring response to requests for safeguarding information from Ofsted as part of their pre-inspection data collection for residential special schools and residential children's homes, and independent boarding schools in Kent by the ISI.
- The post holder will also have responsibility for keeping senior leaders informed regarding sensitive safeguarding issues, complaints or allegations against staff that are likely to generate adverse media coverage and liaising directly with the Press Office.
- Reaching out to key stakeholders to develop/raise awareness of safeguarding and child protection policy related procedures and national guidance to ensure that safe working practices are effectively implemented in Kent schools, Early Years providers and residential provision. This will include support and challenge through enabling the completion of safeguarding reviews, LADO investigations, and leading on scoping meetings to ensure children are safe.
- To oversee outward facing communication in relation to traded activity such as social media, blogs the Safeguarding Newsletter and the like with publication of up-to-date training and development initiatives including learning from KSCMP.
- Ensure the overall communication and image of the service is instrumental in providing specialist advice when necessary. Advise, consult, and communicate with Members, Assistant Directors, Director, Corporate Director, staff and other stakeholders as appropriate.
- Accountable for ongoing development of the Integrated Children's Services Quality Assurance Framework, and the ongoing development of the Kent Practice Framework. Manage, measure, and monitor the quality-of-service provision and standards across Integrated Children's Services through embedding a culture of audit and review, statistical analysis, and performance management. Analyse and interpret themes and learning to develop and deliver responsive approaches to practice improvement and traded service.
- Represent the Assistant Director of Safeguarding, Professional Standards and Quality Assurance as required, including preparation of reports, taking a professional lead, attending meetings, and supporting the Director/Corporate Director on Safeguarding and Quality Assurance matters as required, in relation to disabled children and young people. Represent

the Safeguarding, Professional Standards & Quality Assurance unit at relevant Strengthening Independence Management meetings to provide constructive challenge and support to ensure continuous practice improvement.

- Lead communication and reporting from Integrated Children's Services to KSCMP, including consultative support to KCC education colleagues and management of the Integrated Children's Services contribution to local practice reviews & National Child Safeguarding Practice Reviews. Identify and address risks, issues, and opportunities for improvement as early as possible.
- Analyse, interpret and contribute to the continuous improvement of practice and practice delivery across Integrated Children's Service, Adult Service and multi-agency partners as it relates to disabled children and young people 0-25, ensuring lessons learnt are disseminated across the workforce and partner agencies, including through the KSCMP. Work with Health and Education colleagues to develop policy and practice guidance where there is a common agenda and overlap between agencies for children and young people with SEND. Provide expert guidance on policy and practice and project management, as required, for the Strengthening Independence Service 0-25.
- Contribute to the Safeguarding, Professional Standards and Quality Assurance Unit Business Plan, monitor targets, whilst ensuring that the service is operating within national and local performance indicators and action improvements against targets when necessary, relating to the Strengthening Independence Service.
- Ensure that a robust participation strategy is implemented in the services, seeking feedback from service users and other stakeholders on service provision to ensure they are fit for purpose and make recommendations when corrective action needs to be taken relating to the Service

Recruitment Selection Criteria

The qualifications, knowledge and experience criteria below will be used in shortlisting. Applicants should describe in their application how they meet these criteria.

Qualifications:

- A professional Social Work qualification. (CSS, CQSW, DipSW)
- Registration as a social worker with Social Work England.
- Satisfactory enhanced DBS check.
- Evidence of continuous professional and management development.

Experience:

- Experience of working within a politically sensitive environment that requires the ability to juggle statutory duties and traded services - requiring a degree of business acumen.
- A track record of sustained success and achievement in a senior management role within Social Services, Education, Health Service, related voluntary sector or private sector organization.
- Experience of developing successful collaborative working and partnerships to improve outcomes for children, young people their families and stakeholders and.
- Proven track record of leading strategies as part of a quality assurance framework which leads to improved outcomes for stakeholder's children, young people and their families.
- Experience of directly contributing to policy development, implementation, and review.
- Demonstrable experience of initiating and managing change in the pursuit of strategic and operational objectives.
- Effective management and monitoring of complex budgets including prioritizing and targeting resources in a cost-effective way.
- Experience of working with members of the public and successful complaint resolution.
- Experience of working in a politically sensitive environment that requires liaison with Members and with the press office in cases of potential adverse media coverage.
- Experience of working within Education, Children with disability, safeguarding and/or SEND services.

Skills and Abilities:

- Ability to communicate effectively both verbally and in writing, with a range of multi-agency partners, senior managers, elected members and people in the community.
- Ability to produce written material to a high standard suitable for a range of audiences.
- Be able to analyze information, develop and use performance management and quality assurance processes to inform high quality professional practice.
- Strategic thinker and ability to work to tight deadlines within budgetary constraints.

- Proven ability to lead and influence change including having excellent negotiating and planning skills. Able to challenge practice assertively in a manner that does not undermine professional working relationships.
- Ability to lead, motivate, manage and develop staff.
- IT-literate with an understanding of information systems, including the child's electronic file, i.e. Liquid Logic (Liberi system) and young person's file ie Liquid Logic (LAS system).
- Commitment to equalities, and the promotion of diversity in all aspects of working.

Knowledge:

- Sound working knowledge of the legislative framework relating to children particularly The Children Act 1989.
- Sound working knowledge of the legislative framework relating to adults in the Care Act 2014 and the Mental Capacity Act 2005 and the Education Act 2002.
- Awareness of key national drives in the public sector generally and in social care, children's and adult services.
- Up to date knowledge of research and quality assurance frameworks is essential.

Organisational Responsibilities

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of a team to deliver, collectively, the agenda of the County Council. These are fundamental elements of their role not an addition and are summarised as follows

Whole Council

- Seek to improve the lives of all residents in Kent and the economy of Kent
- Act as corporate parent to the Council's Looked After Children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code)
- Advise elected Members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives

Integration of Services

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies

Embedding Commissioning and Engaging Relevant Markets

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

Managing Change

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance
- Deliver to agreed budget and income targets

Kent Values

- We are **brave**. We do the right thing, we accept and offer challenge
- We are **curious** to innovate and improve
- We are **compassionate**, understanding and respectful to all
- We are **strong together** by sharing knowledge
- We are all **responsible** for the difference we make

Our values enable us to build a culture that culture is:

Flexible/agile - willing to take (calculated) risks and want people that are flexible and agile

Curious - constantly learning and evolving

Compassionate and Inclusive - compassionate, understanding and respectful to all

Working Together - building and delivering for the best interests of Kent

Empowering - Our people take accountability for their decisions and actions

Externally Focused - Residents, families and communities at the heart of decision making

As a senior leader you will be expected to role model and drive the Council's cultural aspiration and its related values. In doing this the leadership traits we expect of you are:

- Courage and integrity
- Making a difference – sense of purpose
- Compassion and inclusion – community leadership
- Drive for results -
- Curiosity and learning

Working for Kent County Council

Salary and Notice

The appointment will be subject to 3 months' notice.

KCC pays salaries to bank accounts on the 25th of the month unless this falls on a weekend or public holiday.

Terms and Conditions

The appointment is subject to the terms and conditions contained within the Kent Scheme of Conditions of Service.

30 days annual leave is provided excluding Bank Holidays. You will also receive paid time off for public holidays plus a concessionary day at Christmas.

An excellent relocation package is available to assist with costs, including removal companies, temporary lodgings and professional expenses.

The postholder will be expected to provide a car for official journeys.

Personal Interests

Kent County Council policy requires all employees to declare membership of any organisation that falls within the following definition:

Any lodge, chapter, society, trust or regular gathering or meeting, which:

- is not open to members of the public who are not members of that lodge, chapter, society or trust;
- includes in the grant of membership an obligation on the part of the members to make a
- commitment (whether by oath or otherwise) of allegiance to the lodge, chapter, society, gathering or meeting; and
- includes, whether initially or subsequently, a commitment (whether by oath or otherwise)
- of secrecy about the rules, membership or conduct of the lodge, chapter, society, trust, gathering, or meeting

A lodge, chapter, society, trust, gathering or meeting as defined above, should not be regarded as a secret society if it forms part of the activity of a generally recognised religion.

Pensions

The post holder will have the choice of contributing to the Local Government Pension Scheme (LGPS). Further details will be available for the successful applicant.

Politically Restricted Posts

This is a politically restricted post which means that the post holder cannot stand for public elected office (other than to a parish council) and is subject to further restrictions on more general political activity.

Whole Time Employment

The person appointed will be required to devote their whole time service to the work of Kent County Council and should not engage in any other business without the express consent of the County Council.

Health and Safety Policy

The County Council recognises and accepts its responsibility as an employer, and will take positive action to ensure the health, safety and welfare of all employees and other persons who may be affected by its operations, by providing safe working conditions and a healthy and safe working environment.

Sickness Provision

Our sickness benefit scheme exceeds statutory requirements. Actual paid absence depends on how long you have worked for KCC and the circumstances of your absence. For example, after 6 years' service your benefit would be 6 months full pay and 6 months half pay.

Training and Development

KCC is committed to supporting staff to reach their full potential through annual appraisal and personal development plans, enhanced by a range of career development opportunities.

Managers from KR9 to KR20 will be required to undertake our Kent Manager standard programme within the first year of employment.

Green Travel

Our Green Travel Plan is exploring alternative modes of transport to improve travel choice and reduce congestion and pollution. This includes:

- Car sharing and emergency taxi home.
- Discounted fares, free tickets, trip planning and improved travel information.
- Pool car and bikes

Other benefits

KCC offers a range of family friendly policies including:

- A generous maternity scheme
- Emergency leave
- Parental leave
- Special leave
- Help Fund – all employees have the opportunity both to pay into the fund and to apply for help from it when experiencing financial hardship
- An in-house confidential counseling service and Occupational Health Service
- Kent Rewards - discounts at over 1,200 retailers ranging from reduced rates at Health Clubs to house and car insurance to holidays

Living in Kent

With great schools, vibrant cities, golden beaches and stunning countryside Kent has lots to offer you. Find out more about [locations in Kent](#).

Selection Process

Closing Date

This post will close at midnight on .

Selection Process

As part of the interview process for this role you may be required to complete an occupational personality questionnaire prior to your interview.

How to Respond

To apply please visit www.kent.gov.uk to complete an online application form.