

A large, stylized blue silhouette of a horse in profile, facing left, with its mane and tail flowing. It is set against a solid blue background.

# **LDA System Enabler and Designated Keyworker Programme Lead 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](http://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 uses its assets as part of public service design and delivery

The [Strategic Delivery Plan](#) is our business plan for 2020 – 2023. In light of COVID-19 this has been revised to focus on those critical activities for 2020-21.

Our business plan plays an important part in delivering the outcomes of our strategic statement.

Before the pandemic the Council was consulting on its new, [draft 5 year plan](#).. An interim strategic Plan "Setting the Course" was agreed by the County Council in December.

<https://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/interim-strategic-plan>

# 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	62 members
Labour	7 members
Liberal Democrat	6 members
Green Party	4 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
Clair Bell	Cabinet Member for Adult Social Care and Public Health
Susan Carey	Cabinet Member for Environment
Sue Chandler	Cabinet Member for Integrated Children's Services
Mike Hill OBE	Cabinet Member for Community and Regulatory Services
Shellina Prendergast	Cabinet Member for Education and Skills
David Brazier	Cabinet Member for Highways and Transportation
Bryan Sweetland	Cabinet Member for Communications, Engagement and People
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 four directorates are as follows:

## **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

## **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 STP we are developing multi-disciplinary teams within communities to support local care.

Responsible for services that include:

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 and Mental Health Services.

## 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.

## Strategic and Corporate Services

The Directorate supports the delivery of our front line services. The Directorate leads and co-ordinates major change, organisational design, development and provides a critical client and contracting role with our trading companies including property, 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:

Engagement, Communications, Organisation Design & Development, Finance, Governance & Law, Infrastructure, Policy and Strategic Commissioning including Procurement & Business Intelligence and Public Health

# Job Description

<b>Directorate:</b>	<b>Strategic and Corporate Services</b>
<b>Grade:</b>	<b>KR13</b>
<b>Responsible to:</b>	<b>Senior Commissioning Manager and Learning Disability and Autism Programme Lead</b>

## Job outline:

The Kent and Medway Learning Disability and/or Autism (LDA) Complex Care Team was developed in response to NHS England/ Improvement's commitment to transform the lives of children and young people with autism, learning disability or both, who display complex behaviours with or without a mental health need. The post holder will be responsible for the delivery of the Designated Key Worker (DKW) Programme which is a key part of the NHS Long Term Plan for improving the lives and life chances of Children and Young People (CYP) with a learning disability, autism, or both, who are en route to specialist mental health, secure or forensic inpatient settings.

Kent and Medway have been selected as Early Adopters of the DKW Functions and have already established a senior team of Designated Keyworkers (called Practice Consultants for Complex Neurodivergent Children) who work across the local education, health, and social care settings in partnership with families/carers, to ensure LDA CYP with the most complex care needs, receive appropriate personalised and integrated support. This role will hold responsibility for day-to-day management of the established DKW team and work within the admission avoidance arena as an asset in bringing the Dynamic Support Register 'alive'. This role will be instrumental in informing Local Authority and NHS commissioners about complex LDA system learnings which have historically been captured through tribunal, critical and crisis events. The role will also support a reduction in both human and financial costs, especially for those LDA CYP whose care and support require complex, high level multi-agency thinking, resource provision or semi-crisis response from an otherwise stable and robust systemwide provision.

## Job accountabilities:

The post-holder will:

- Provide leadership, leading on the development of the DKW functions for Children, Young People with learning disabilities and/or autism and their families/carers across Kent and Medway in a complex and diverse multi-agency environment.
- Ensure that co-production is at the core of all activities and that the voice of LDA CYP and their families/carers drives the programme and all associated change.
- Develop and maintain strong working partnerships across the Integrated Care System (ICS), adding value to established statutory and MDT working.
- Facilitate the collection of data/evidence to support system change.
- Develop a culture of continuous improvement across the system by working with colleagues, some of whom may be resistant to changing practices.
- Embed the keyworking functions into everyday practice across the ICS, creating a sustainable legacy.
- Operational management of the DKW core team.

- Deliver the financial and business benefits of the programme, ensuring that Key Performance Indicators (KPIs) and project milestones are achieved on time.
- Coordinating support at pace to avoid unnecessary admission, working with the care, education, treatment review (CETR) and the Dynamic Support Register programme to build on admission avoidance measures, develop step down pathways and create a robust triangle of support for LDA CYP.
- Where Tier 4 admission is deemed necessary following a community CETR, assuring the DKW continues or uptakes their involvement throughout an inpatient stay, to facilitate timely discharge, well-managed transition, and negotiate implementation of CPA and CETR recommendations for sustainable community support.
- Be responsible for improving outcomes for LDA CYP by providing advice and support to wider system, assuring the use of effective assessments, reviews and ongoing case management across the CYP systems locally.

### **Core Programme Responsibilities:**

The core responsibilities of the role will include:

- Achieving change and unblocking systems
- Challenging and influencing at a systems level
- Championing and embedding co-production across the whole DKW programme
- Create and encourage a system culture which priorities keeping LDA CYP within the home and local community by persuasively communicating with a range of teams, providers, and staff at different levels of seniority
- Identify system gaps, blocks and challenges, gathering both qualitative and quantitative evidence to highlight these issues.
- Oversee team members to deliver objectives, engage and liaise with key stakeholders across the system to support CYP and their families/carers.
- Responsible for the performance and quality of the Designated Keyworker service. Monitor performance and quality and implement plans to improve where necessary.
- Provide and receive highly complex clinical and social information relating to LDA CYP and translate for multi-disciplinary (MDT) executive team meetings, team meetings, other agencies, CYP and family/carer and report systemic concerns at a high level.
- Working with Kent PACT in developing, monitoring and performance managing the impact of Peer Associate role with support from the DKW Project Officer.
- Ensure effective case management within the local system.
- Assist the CCG and Local Authority with resolution for jointly-funded packages.
- Lead on response to complaints, FOI requests or other related enquiries.

### **Programme and Staff Management Responsibilities**

#### **Development of policies, procedures and systems**

- Ensure there are robust reporting systems and schedules to demonstrate outcomes and meet evaluation requirements
- Be actively engaged with regional and national communities of practice and the national evaluation of the pilot
- Promote the work of the pilot locally within provider networks, across the ICS including within local authorities, at a regional level in communities of practice, and at a national level as part of national evaluation
- Inspire partners to bring about successful change in a sustainable and continuous improvement approach so that the keyworker function can continue to operate when the pilot concludes
- Monitor and report against service delivery plans across the partner agencies and adjust for changes in local need and in response to changes in national policy guidance.

#### **Development and delivery of training packages**



- Ensure staff receive relevant training in line with personal development plan

### **Responsibility for policy/service development**

- Assist in the development and implementation of policies and services.

### **Responsibility for financial and physical resources**

- Ensure the team works within the allocated project budget
- Ensure that appropriate protocols are in place to control expenditure within the budget.
- Monitor expenditure and ensure timely identification of budget variances, taking appropriate action to rectify such discrepancies.

### **Responsibility for human resources**

- To provide effective line management, supervision and overall management of staff within the DKW project team
- To ensure that staff have clear roles and responsibilities and work as a team to support project delivery and care of LDA CYP
- To address key workforce issues, including recruitment and retention, training and development, the need for flexible working as required
- To meet all workforce-related performance targets
- To ensure all workforce policies are adhered to, including the scheme of delegation
- To maintain good levels of staff satisfaction within the team.
- To ensure all staff are given the opportunity to develop their potential through the appropriate implementation of appraisal and staff development policies and the application of a talent management philosophy, including ensuring adequate and appropriate supervision is in place
- To ensure that all staff comply with the KCC policies as relevant to their role and that staff receive the training required to maintain competence to execute their role
- To have regard to the general duty of care for health & safety (H&S) in the normal course of the role.
- To behave in a manner that consistently upholds the KCC values
- To take personal responsibility for own deeds and actions
- To maintain own continuing professional development
- To represent the CCG and KCC and, where appropriate, Provider Collaborative in discussions with partner agencies.

### **Responsibility for research and development**

- Undertakes complex audits, surveys related to Early Adopter Programme.

### **Key Skills and Competencies:**

#### **Communication and relationship skills**

- Contribute to a culture that encourages the use of initiative, individual and team responsibility and open communications.
- Ensure that genuine co-production drives decision making across the DKW programme
- Ensure appropriate two-way communication channels are in place within and across DKW/complex care team and to personally communicate in a way that motivates and inspires staff
- Develop effective team working across the system to ensure the effective delivery of the Designated Keyworker role.
- Promote confidence in local health and care arrangements for supporting LDA CYP by dealing courteously and effectively with stakeholders.

- Inspire staff towards continuous improvement and the delivery of excellent care through encouraging and supporting individual ideas and initiative.
- Chair team meetings and monitor the achievement of key milestones in line with project requirements and objectives which will be identifiable within the development of a robust action plan, ensuring that resources within teams are assigned accordingly
- Provide highly complex, sensitive or challenging information in various organisations
- Ability to negotiate and motivate others, at both strategic and operational levels, to initiate change across the health and care systems
- Communicate priorities to the team, and to the system, in a way that will motivate people to change pathways and ways of working
- Empower a range of people across the system to implement the keyworker approach, and support the process of implementation
- Chair meetings and panels with other partners and organisations involved in the care of LDA CYP

### **Analytical and judgmental skills**

- Know who the key decision-makers are within different agencies and services and work across systems and services to ensure they respond and react to needs, as required, to develop and improve the offer to LDA CYP and their family/carers
- Acting as a link between Health, Education and Social Care
- Building strong relationships and collaborating
- Work across systems and services to ensure they respond and react to the CYP needs as required
- Work effectively with colleagues to ensure an ICS coordinated response
- Monitor and analyse complex data for local, regional, and national evaluation, identifying trends, and writing detailed reports that enable the complex care pathway to succeed
- Monitor and update risk register for the implementation of the keyworker functions.

### **Planning and organisational skills**

- Manage self and workload in a way that ensures the continued support of others
- Plan and prioritise own and team's work to ensure effective support to all areas and the delivery of key objectives.
- Adhere to long-term sustainability plans to ensure the key working function is embedded as business as usual by the end of the Early Adopter period
- Ensure the DKW Early Adopter Programme consistently achieves all performance standards as identified by NHSE, and LDA 3-year plan.
- Monitor key performance indicators for the Early Adopter, and ensure indicators are aligned to ICS strategic objectives and connected to project activity
- Develop a culture of transformation by ensuring an in-depth knowledge of the keyworker functions, operational systems and the people across the provider network to encourage development of local accountability
- Lead the team in the operational delivery of the keyworker network, allocating tasks as appropriate, identifying risks, issues, and dependencies, considering best practice and current options, and ultimately making decisions in the best interest of the project.

# 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:

Professionally qualified and registered practitioner: Social Worker, Mental Health Nurse and/or Learning Disability Nurse, Clinical/Counselling/Educational Psychologist, Teacher, Family Therapist, Occupational Therapist, Child Psychotherapist, Behaviour Analyst/ Positive Behaviour Practitioner. Or have significant relevant and/or transferable skills and experience

Post Registration Leadership Experience

## Experience:

Experience of managing a multi-disciplinary team and leading operational change

Experience of working in a complex environment and interpreting complex information

High level written reporting and communication skills

Experience of working in an environment relating to children and young people and their families including experience in undertaking comprehensive, evidence-based assessments and developing personalised care and support plans

Experience of service development

Evidence of involvement in change management

Detailed understanding of relevant legislation e.g. The Children and Families Act 2014, Health and Social Care Act 2012, Mental Capacity Act.

Experience of working at system level across organisational boundaries

Experience of working with children, young people who have learning disability/autism; mental health and emotional wellbeing challenges; or are / have been children in care

Ability to understand the Children's Continuing Care and Transforming Care criteria and the ability to apply this to everyday practice.

## Skills and Abilities:

Ability to work across organisations, influence and develop close working relationships with key stakeholders across stakeholder networks

Solution focused by deploying innovative and creative thinking to remove barriers

Ability to critically analyse practice and identify and implement improvements



Evidence of excellent record keeping

Financially literate including understanding of budget management and working knowledge of financial processes.

Experience of working and making decisions autonomously

Demonstrate the ability to work in a highly demanding environment

Maintained development of leadership skills

Excellent communication skills including evidence of diplomacy and negotiation skills

Must be able to provide and receive highly complex, sensitive contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups

**Knowledge:**

Knowledge of risk management and clinical governance

# 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 Status

This post is offered as a 2 Year Fixed Term contract.

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 03 March 2022.

## 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](http://www.kent.gov.uk) to complete an online application form.