

JOB DESCRIPTION AND PERSON SPECIFICATION FOR	Deputy Director – Families, Young People, Children and Learning Disabilities and Autism Services (FYPCLDA) Directorate
AGENDA FOR CHANGE BAND	8D
HOURS AND DURATION	37.5 hours per week
AGENDA FOR CHANGE REFERENCE NUMBER	JD3101
DBS LEVEL	Enhanced
REPORTS TO	Group Director FYPCLDA / CYP
ACCOUNTABLE TO	Group Director FYPCLDA / CYP
LOCATION	<p>The post holder's normal place of work will be based at County Hall and across LLR. The post holder will be supported to work in a blended approach to ensure presence across sites.</p> <p>The Trust reserves the right, with consultation, to relocate post holders to any base within the Trust in line with service requirements.</p>

JOB SUMMARY:

Working alongside the FYPCLDA Associate Medical Director, the Directorate Lead for Psychology and Psychological Professions and Head of Nursing as a quadrumvirate model, the Deputy Director will with the support of the Directorate Leadership Team, be accountable for the operational leadership of mental health service delivery and oversee the effective governance of the diverse range of clinical services provided in FYPCLDA. These include:

Mental Health Services

- Specialist Child and Adolescent Mental Health Services (CAMHS)
 - CAMHS Inpatients
 - CAMHS Specialist Outpatient Team
 - CAMHS Eating Disorders
 - CAMHS Learning Disabilities
 - CAMHS Crisis and Home Resolution
 - CAMHS Intensive Community Support
 - CAMHS Primary Mental Health Team
 - CAMHS Paediatric Psychology
 - CAMHS Young People Team
- Adult Eating Disorders
 - Specialist Inpatient Unit
 - Outpatient and day services
- Mental Health Support Teams in Schools

Physical Health Services

- Childrens Community Nursing
- Community Paediatrics
- Childrens Continence
- Childrens Phlebotomy
- Childrens Speech and Language Therapy
- Childrens Occupational Therapy
- Childrens Physiotherapy
- Childrens Audiology
- Looked after Children's Nursing Team
- Nutritional and Dietetics

Public Health Services

- School Nursing and Health Visiting
- School aged Immunisations

Learning Disabilities and Autism Services

- Specialist Inpatient Unit
- LD Community Team
- LD Crisis Team
- Adult Autism Assessment Service
- Specialist Autism Team

There are approx. 1800 staff in post in the directorate.

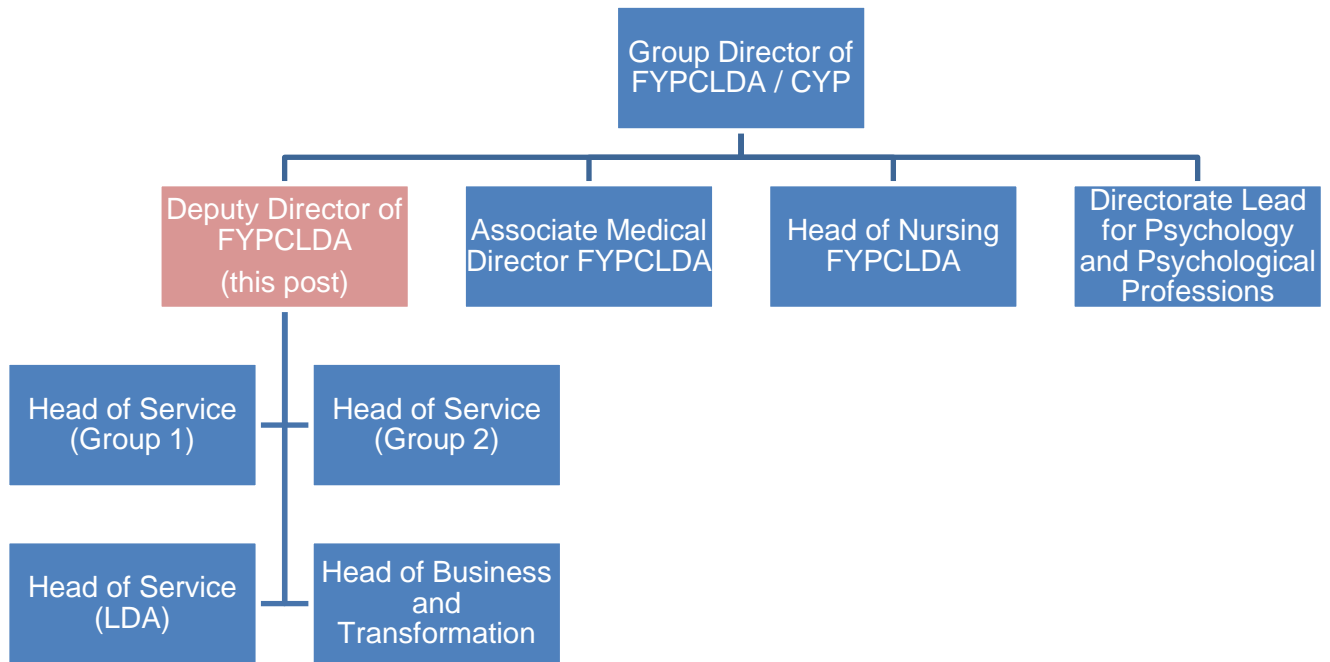
The total FYPCLDA operating service budgets are approx. £90 M

MAIN CHALLENGES:

Reporting to the LPT and NHFT Group Director for FYPCLDA and CYP services, this role is accountable for the delivery for operational plans and performance which meet contractual expectations and delivers system wide transformation in line with the ICS. This will include accountability for the operational delivery of services (particularly the ability to work with system partners), supporting the development and implementation of continuous quality improvement initiatives, securing financial balance and delivery of cost improvement programmes (CIPs) and accelerating place-based working.

Utilising the breadth of knowledge, experience, and influencing skills required both internally And externally, the post holder will maintain and strengthen relationships with clinical staff, local acute Trust, local authorities, primary care networks, commissioners, voluntary sector partners and service users to enhance the development of integrated place-based neighborhood team

FYPCLDA - Reporting Arrangements



MAIN DUTIES AND RESPONSIBILITIES:

KEY JOB RESPONSIBILITIES

Corporate

- Work as part of the LPT collective leadership team to deliver the strategic objectives the Trust.
- Deputise for the Group Director.
- Accountable for oversight of operational performance, financial and clinical governance
- To work to and promote the values of the Trust.
- To be on the On-Call Director Rota for the Trust (1 in 12).
- Provide assurance to the Director and Board that health services for children, adults and older people are safe, effective, financially viable and delivered by a workforce that are proud to work for LPT.

Leadership

- Create a compelling vision for the future of clinical services for all staff in the Directorate and thereby motivate them to higher levels of performance.
- Proactively lead information gathering and analysis necessary to improve performance, enable effective decision making and contractual delivery.
- Lead the implementation of the transformation plans within the directorate and ensure alignment with the Trust's overall strategy.
- Provide effective visible leadership to all staff within the Directorate and develop a cohesive, collective leadership team.
- Act as an effective role model and demonstrate personal commitment to continuous improvement.
- Provide line management, advice, and support to the Heads of Service responsible for mental health services for adults and older people.
- Ensure that the FYPCLDA DMT are clear about what is expected of them and effectively hold them to account.
- Foster an open and inclusive style of management and communication to encourage team working and good working relationships both within and outside FYPCLDA.
- Identify and make provision for the training and development needs of all staff, including succession planning, selecting, and supporting others to develop leaders.
- Actively work with partners to deliver the ambition of the ICS.

Service Delivery

- Ensure services delivered by FYPCLDA exceed the expectations and requirements of commissioners, service users and staff.
- Operationally and strategically lead day to day systems and process relating to flow across acute and community services.
- Challenge existing practices, ensuring that progressive solutions, which consider models of best practice, are incorporated into service plans.
- Use the resources available to deliver the activity and quality targets agreed with commissioners and Trust Executive colleagues.
- Ensure that all income required to support delivery of the service is identified and that budgets are realistic.

- In conjunction with finance colleagues, negotiate with external agencies to secure a collaborative rather than competitive approach to secure the FYPCLDA contracts.
- Secure national funding deals and additional income to respond to new initiatives e.g., implementing outcomes of the consultation for mental health.
- Work with Community, Local Authorities and Academic partners to ensure that delivery plans support the wider healthcare agenda including improvements in equality and access.
- Work closely with directors, clinicians and support services in other parts of the Trust to ensure delivery plans are compatible and maximise opportunities for more efficient ways of working.
- In conjunction with the Communications Lead, ensure that clinical services are effectively marketed to maximise the number of people choosing LPT for their clinical care/service delivery.
- Support managers and clinicians to deliver service re-design projects that improve clinical outcomes for children, adults and older people.

Performance Management

- Ensure each service line achieves or exceeds its clearly defined performance objectives, which are scrutinised through the Directorate and Trust performance assurance framework.
- Continuously review the performance of the Directorate and ensure that it meets all service delivery targets.
- Lead the improvement of effective reporting arrangements within the Directorate and services to accurately record, report and benchmark performance against local and national targets and to pro-actively manage any variances.
- Provide regular performance reports to the Group Director with assurance that appropriate follow up actions will be completed.
- Develop and be accountable for the delivery of the Directorate's financial performance including achievement of CIP targets, in line with the Trust's agreed financial plans, and actively explore and implement opportunities for cost improvement.
- Ensure that all staff in FYPCLDA comply with the Trust's Standing Orders, Standing Financial Instructions and other Corporate Governance policies.
- Enhance the performance and capability of others through formal and informal interactions.

Standards and Requirements for Healthcare Organisations

- Work closely with clinicians, stakeholders and service users to ensure that services are providing optimum quality of care in line with national healthcare standards.
- Ensure that the Directorate meets or exceeds relevant Care Quality Commission (CQC) Standards for registration and where improvement is required, ensure plans are developed and delivered.
- Ensure we learn lessons from our mistakes and any changes to practice or behaviours recommended in response to complaints, incidents, inquests and SCRs are embedded in practice and monitored.

Research and Development

- Support the Directorates contribution towards the Trust's Research Strategy.
- Promote clinical research activity in line with Trust standards, and ensure results are shared with other specialties as appropriate and through the Research and Development Department.
- Ensure that opportunities for clinical research and audit at Specialty level are maximised to support the improvement of clinical outcomes and service user experience.

Governance and Risk – supported by the FYPCLDA governance lead

- Promote a culture where governance and risk management are seen to be everyone's responsibility and assured through a robust process of self-regulation.
- Lead and strengthen the comprehensive assurance processes within FYPCLDA and ensure risks are identified and appropriate controls and mitigations are actioned.
- Ensure that clinical safety is at the centre of Directorate planning, analysis and delivery.
- Continue to develop and review Directorate plans for Governance in line with Trust Policy and be responsible for delivery within FYPCLDA.
- Ensure that the service lines employ robust governance systems and information and assurance flows between groups and is escalated appropriately to Trust Board and sub-committees where required.
- Promote clinical information for benchmarking and audit to improve service user experience.
- Ensure that systems are in place to deliver accurate and timely statutory information (e.g., Data Protection and Freedom of Information) and be accountable for the accuracy of information released.

Human Resources - Supported by the Directorate Head of HR

- Regularly review the Directorate workforce to ensure it has the right numbers and the right level of knowledge, skill, and expertise to deliver safe services in the most effective and efficient way.
- Ensure that all staff in the Directorate are regularly appraised and have a Personal Development Plan which supports the Trust's vision and values.
- Ensure the Directorate has an integrated workforce plan to ensure continuity of high-quality care and responds to future workforce requirements.
- Promote a culture where staff feel empowered and accountable for service improvement at local level.
- Ensure that immediate managers have the right skills and knowledge to effectively support, lead, motivate and develop staff.
- Ensure that all staff are aware of the Trust's values and that they are expected to work to them.
- Work with Human Resources to ensure that there are systems in place to provide assurance that all staff are appropriately qualified, registered with an appropriate body (where required), have authority to work in the UK, and have undergone appropriate pre-employment checks including DBS.

Education and Training

- Ensure that training is accessible to and undertaken by all clinical and non-clinical staff, in a variety of formats, recognising the diverse needs of the workforce.

- Develop strong links with universities, other education providers, and the Trust's Training and Development team to ensure that the education and development needs of staff in the division are met and a pipeline of new talent are offered placements and recruited into LPT.
- Ensure that the Directorate provides opportunities for talent to be developed to ensure the Directorate continues to develop the leaders of today and tomorrow.
- Promote a culture of lifelong learning for all staff.
- Provide constructive feedback, support and resources to enable teams to develop and increase skills and abilities.
- Prioritise own time to be available to coach others.

Other Duties

- Lead Trust-wide initiatives and projects as required.
- Represent the Directorate or Trust at local or national meetings.
- Sit on appointment panels.
- Deputise for other members of the Trust Executive Team when appropriate.

KEY RESULT AREAS

The Deputy Director will:

- Be responsible for the operational performance of FYPCLDA. This will include accountability for the delivery of high quality, safe and effective clinical care, robust governance, staff engagement and delivery of financial plans and Cost Improvement Programmes (CIPs).
- Work closely with the Group Director to deliver the Trust's strategy
- Strengthen external relationships to facilitate integration across the Health and Care system progressing place-based working ambitions of the ICS.

COMMUNICATION AND WORKING RELATIONSHIPS

- Establish and maintain effective communication networks and strategies.
- Establish effective communication with other Directors and other managers in the Trust and the wider healthcare community to ensure that services are integrated around Place
- Be pro-active in promoting the Trust's vision for delivering high quality clinical care.
- Ensure that good practice is rapidly shared within the Directorate and wider organisation.
- Articulate strategic, clinical and professional issues, including the Trust's vision and strategy, to meet the needs of a diverse audience.
- Manage and negotiate complex and emotive messages to internal and external stakeholders such as service redesigns and developments within services in response to e.g., Covid Pandemic. This will require excellent communication skills to manage sensitive information and manage potentially negative responses.
- Engaging with systems partners to negotiate and integrate complex service models into the wider health and care system.

PHYSICAL DIMENSIONS

- Joint responsibility with the director for the entire budget and income delivery for the directorate.
- Ensure physical assets and resources are used effectively.

EFFORT AND ENVIRONMENT

Mental Effort

Frequently required to analyse large amounts of very complex data, and then to use the information to inform colleagues and peers and make strategic decisions.

Frequent requirement for prolonged concentration e.g., active and prolonged participation in executive Team, Senior Management and board meetings

Emotional effort required in the job

Reviewing incidents, complaints, inquests and SCR's which can contain highly distressing or emotional information.

Working conditions of the post (Environment)

Very senior manager post: located in the office-based environment with the need for frequent travel. Frequent computer-use for long periods of the day, particularly during the Covid-19 pandemic, with frequent, complex, conflicting meetings about potentially conflicting issues and information requiring high levels of concentration and advanced prioritisation skills.

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OUR LEADERSHIP BEHAVIOURS: IT STARTS WITH ME

Our leadership behaviours framework set the standards of expectation we aspire to in our daily work. Meeting these standards and developing the capability to exceed them, will not only ensure that we continue to improve and respond flexibly to changing needs as an organisation, but will also help our staff to fulfil their potential, both in terms of personal achievement and career advancement.

The behaviours we expect to see at LPT are:



Valuing one another



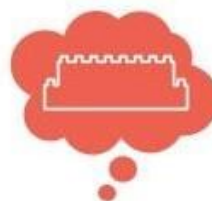
Recognising and valuing people's differences



Working together



Taking personal responsibility



Always learning and improving

ADDITIONAL INFORMATION

The NHS is in a period of continuing change due to developments and rationalisation of services. This will lead to a modification of structures and job descriptions. The post holder will be expected to co-operate with changes, subject to consultation, at any time throughout the duration of their contract.

MOBILITY

The person specification for the role will detail the mobility requirements of the post. However, employees may be required to work at any of the other sites within the organisation subject to consultation.

POLICIES AND PROCEDURES

All staff should comply with the Trust's Policies and Procedures. It is the employee's responsibility to ensure that they are aware of the relevant Policies and Procedures for their area of work. Key Policies and Procedures will be explained as part of local induction arrangements

SAFEGUARDING CHILDREN AND ADULTS

The Trust takes the issues of Safeguarding Children and Adults and addressing domestic violence very seriously. All employees have a responsibility to support the Trust in its duties

by adhering to all relevant national and local policies, procedures, practice guidance and professional codes; promptly reporting any concerns to the appropriate authority in line with safeguarding policy and guidance; attending mandatory training on Safeguarding children and adults; being familiar with individual and the Trust's requirements under relevant legislation.

MENTAL CAPACITY ACT

All clinical staff will be aware of their responsibilities under the Mental capacity Act and will ensure that assessment for Deprivation of Liberty Safeguards is in place for any patient that is deemed to lack capacity to consent to their care and treatment.

MAKING EVERY CONTACT COUNT

All staff are positively encouraged to contribute to improving health for themselves, their patients, service users and colleagues. This happens when, in everyday contact, the opportunity is taken to raise the subject of choosing better health by stopping smoking, reducing alcohol intake, eating more healthily and becoming more active. The Trust's Making Every Contact Count programme has further information.

HEALTH AND SAFETY

It is the duty of all employees of the Trust to ensure that a safe working environment and safe working practices are always maintained. Any specific duties you are required to fulfil as part of the job you are employed to undertake will be detailed as part of your job description. All employees must comply with the duties imposed on them by the Health and Safety at Work Act 1974, i.e.

- To take responsibility for the Health and Safety of themselves and of other persons who may be affected by their acts or omissions at work.
- To co-operate with their employer as far as is necessary to meet the requirement of the legislation.
- Not to intentionally or recklessly interfere with or misuse anything provided in the interest of health and safety or welfare.

These duties apply to all staff whenever and wherever they are engaged on Trust business.

DATA PROTECTION

In line with national legislation, and the Trust's policies, you must process all personal data fairly and lawfully and in a transparent way, for the specific, explicit and legitimate purpose(s) it was obtained and not disclosed in any way incompatible with such purpose(s) or to any unauthorised persons or organisations, unless a lawful exemption applies.

The post holder must be familiar with and comply with all Trust Policies on Data Protection, Confidentiality and Information Security and requests for personal information.

The post holder must be familiar with and comply with the General Data Protection Regulation and Data Protection Act 2018.

Personal Data must be:

- Processed lawfully, fairly and in a transparent manner
- Collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- Adequate, relevant, and limited to what is necessary
- Accurate and where necessary, kept up to date
- Kept in a form which permits identification of data subjects for no longer than is necessary for the purposes which it is processed
- Processed in manner that ensures appropriate security, including protection against unauthorised or unlawful processing and accidental loss, destruction or damage

CONFIDENTIALITY

The Trust attaches the greatest importance to patient confidentiality and to the confidentiality of personal health data, personal data and other data held and processed by the Trust. All data should be treated as confidential and should only be disclosed on a need-to-know basis.

Some data may be especially sensitive and is the subject of a specific organisation policy, including information relating to the diagnosis, treatment and/or care of patients and service users, as well as individual staff records. Under no circumstances should any data be divulged or passed on to any third party who is not specifically authorised to receive such data. In addition, staff must not access personal information unless authorised to do so as part of their role.

Due to the importance that the organisation attaches to confidentiality, disciplinary action will be considered for any breach of confidentiality. All members of staff are expected to comply with national legislation and local policy in respect of confidentiality and data protection.

With the increased use of information technology and e-communications, staff should also be aware that safeguards are in place to protect the privacy of individuals when using these mechanisms, both inside and outside of work. This includes the use of social media i.e., Facebook, Twitter, Snapchat etc. Where privacy is breached disciplinary action will be considered.

All employees should be mindful of the seven Caldicott principles when dealing with person identifiable information.

1. Justify the purposes of using confidential information
2. Only use it when necessary
3. Use the minimum that is required
4. Access should be on a strict need to know basis
5. Everyone must understand his or her responsibilities
6. Understand and comply with the law

7. The duty to share information can be as important as the duty to protect patient confidentiality

If there is any doubt whether someone has legitimate access to information, always check before you disclose.

EQUALITY AND DIVERSITY

We aim to design and provide services and employment practices that meet the diverse needs of our service users and staff, ensuring that none are placed at a disadvantage over others. You will be expected to consider the provisions of the Equality Act 2010 to advancing equal opportunity. You must act in your role to ensure that no one receives less favourable treatment due to their protected characteristics i.e., age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) or sexual orientation.

In carrying out its functions, you must have due regard to the different needs of different protected equality groups in their area.

INFECTION CONTROL

All employees have a responsibility to protect from infection themselves and other people, whether they be patients, other staff or visitors, as well as making all reasonable effort to reduce or prevent the risk of infection in their working environment. All staff have a duty to make themselves familiar with and comply with Infection Prevention and Control Policies and Procedures, carry out duties required by legislation such as the Health and social care Act 2008 (updated 2015) (and subsequent legislation), and to attend mandatory training relating to infection prevention and control.

COUNTER FRAUD

Staff are expected to report any incidences of potential fraud to the Counter Fraud Helpline on 0800 028 40 60.

SMOKING AT WORK

The Trust has a "Smoke Free Policy", which applies to:

- All persons present in or on any of the Trust grounds and premises
- All persons travelling in Trust owned vehicles (including lease cars) whilst on official business.
- Privately owned vehicles parked on Trust grounds or when transporting Service Users, Visitors on official Trust business.
- When wearing an NHS uniform.

ELECTRONIC ROSTERING

'Our Electronic Rostering system is key to ensuring staff are in the right place with the right skills at the right time, to ensure we carry out this responsibility effectively; all LPT staff must adhere to the rostering standards and guidelines set out in the Electronic Rostering Policy, pertaining to their role'.

Person Specification Selection Criteria:	3. Essential/ Minimum 1. Desirable	Stage measured at. You must demonstrate the required criteria at all stages indicated			
		Application form	Interview	Test	Presentation
Demonstrates a commitment to the Trust's Behaviours Valuing one another Recognising and valuing people's differences Working together Taking personal responsibility Always learning and improving	3 3 3 3 3		X X X X X		
Qualifications (Equivalent qualifications will be considered where their equivalency can be demonstrated) 1.1 substantial experience at senior management level in health or social care organisation 1.2 Professional Qualification 1.3 Evidence of other specialist knowledge at master's level 1.4 Evidence of continued CPD	3 3 3 3	X X X X			
Experience (both work and 'life' related) 2.1 Significant experience of leading and managing services for adults and older people; including responsibility for strategic planning and budgetary control 2.2 Proven track record of operational day to day management of system flow 2.3 Experience of leading and delivering significant programmes of change 2.4 Experience of managing and hearing performance issues, including at dismissal level	3 3 3 3	X X X X	 X X		

Person Specification Selection Criteria:	3. Essential/ Minimum 1. Desirable	Stage measured at. You must demonstrate therequired criteria at all stages indicated			
		Application	Interview	Test	Presentation
2.5 Strategic thinker with evidence of establishing and implementing new models of care	3	X	X		
	3	X	X		
2.6 Previous experience of having worked on a management on call rota	3	X			
2.7 Expertise in leading and managing across systems	3	X			
Knowledge and Skills					
3.1 Extensive knowledge of the NHS and external policies with up to date knowledge of the STP	3	X	X		
3.3 Politically astute and able to interpret national policies.	3	X	X		
3.4 Exceptional organisational skills	3	X	X		
3.5 Critically analyse and present complex financial and clinical data sets, and evidence of action taken in response	3	X	X		
3.6 Excellent problem-solving skills using team when appropriate	3	X	X		
3.7 Well developed IT skills to manage and report on complex performance management information	3	X	X		
Personal Attributes					
4.1 Business focused	3	X	X		
4.2 Sensitive to clinical and political demands	3	X	X		

Person Specification Selection Criteria:	3. Essential/ Minimum 1. Desirable	Stage measured at. You must demonstrate the required criteria at all stages indicated			
		Application	Interview	Test	Presentation
4.3 Innovative thinker with the ability to cut through barriers to change	3	X	X		
Interpersonal Skills					
5.1 Excellent communications skills, written and oral	3	X	X		
5.2 Ability to build successful teams	3	X	X		
5.3 Able to work collaboratively with partner organisations	3	X	X		
5.4 Ability to influence and motivate staff to deliver challenging targets	3	X	X		
5.5 Proven negotiating skills	3	X	X		
5.6 Ability to manage conflict	3	X	X		
5.7 Ability to promote and market services to attract patients to LPT	3	X	X		
5.8 Media training	3	X	X		
Trust Commitments all Applicants are Expected to Demonstrate					
6.1 Awareness of Equality & Valuing Diversity Principle	3	X	X		
6.2 Understanding of Confidentiality & Data Protection Act	3	X	X		
6.3 Understanding of the Trust's service user group (which could include lived experience of conditions the Trust deals with or of receiving services relevant to those the Trust provides)	3	X	X		

Person Specification Selection Criteria:	3. Essential/ Minimum 1. Desirable	Stage measured at. You must demonstrate therequired criteria at all stages indicated			
		Application	Interview	Test	Presentation
Mobility 7.1 Own transport or suitable alternative is required. Dependence on public transport is not suitable for this role	3	X	X		