

## JOB DESCRIPTION

<b>POST TITLE:</b>	Speech and Language Therapy Service Lead – Norfolk & Waveney
<b>BAND:</b>	8b
<b>HOURS:</b>	37.5 hours per week (Part-time & Flexible hours considered)
<b>LOCATION:</b>	Cringleford Business Centre, Norwich
<b>REPORTING TO:</b>	Children & Young People's Service Director
<b>RESPONSIBLE TO:</b>	Children & Young People's Service Director
<b>ACCOUNTABLE TO:</b>	Executive Director

Cambridgeshire Community Services NHS Trust is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment.

### Job Purpose:

The post holder will be required to provide clinical leadership and operational management for the Speech and Language Therapy (SLT) Service in Norfolk and Waveney.

Support transformational leadership across Norfolk and Waveney in relation to provision of a system graduated approach to speech, language and communication acting as an agent for change and pioneering the changes that need to happen in order to improve service delivery and outcomes for children and young people

Responsible for the leadership and delivery of a comprehensive and effective graduated system SLT service for children and young people (CYP) across Norfolk and Waveney working around the needs of the CYP and their families and ensuring all objectives and key performance indicators are met.

Ensure that SLT services contribute to the overall annual plan for the Children and Young People's Health Service, which in turn forms part of the overall Trust business plan and Children's Strategy

The post holder will represent the Trust in working with key local stakeholders to operationally deliver high quality integrated SLT service and will be required to deputise for the Children and Young People's (CYP) operational director, as appropriate.

### Main Duties and Responsibilities

1. Responsible for the delivery of the commissioned Speech and Language Therapy (SLT) Service for CYP ensuring that the services are effective, co-ordinated, and responsive to the needs of the local population across the geographical area covered by Norfolk and Waveney.
2. As the Service Lead ensure that services are delivered cost effectively and to the highest professional and quality standards. Fully support opportunities to innovate, develop and co-produce services and to constantly improve quality, creating a dynamic "can do" culture across the service and wider system.
3. Develop a collective leadership model where all team members can lead dependent on skills and motivation.
4. Ensure that the vision for a graduated approach is clearly articulated to staff, families, stakeholders, and partner organisations!
5. To actively participate and appropriately delegate participation for transformation projects and pieces of work focusing on integration, actively involving stakeholders, including parents/carers in service planning, delivery, and evaluation

6. To negotiate service specification and Key performance Indicators/Outcomes with commissioners including identification of gaps in provision and negotiation for additional resources.
7. Responsibility for provision of advice to commissioners
8. Represent the Trust on various multi-agency partnership groups and boards in relation to the SEND agenda and to disseminate information, ensuring that colleagues are kept up to date of developments.
9. Responsible for supporting the strategic planning, policy, and practice of CYP SLT across the Trust via the establishment of a Trust wide community of practice.
10. Work together with all CYP Leads to ensure the CYP service delivered is equitable countywide, allowing adjustment for local variations.
11. It is envisaged that the post holder may hold a clinical caseload accounting for approximately 20% of a full-time post (80/20)

## Communication

1. Establish effective communication within the service and ensure all staff are effectively engaged in shaping and influencing the future strategy of the services
2. The post-holder will support the teams and demonstrate, within their own leadership approach, the achievement of Trust values in their day-to-day work.
3. Ensure systems are in place to inform staff of Trust and local and national issues pertinent to their work
4. Ensure effective mechanisms are in place to share good practice
5. Communicate complex and sensitive information effectively with children, young people, families and carers and professionals
6. Maintain risk management processes, controls assurance and complaints in a positive and sensitive way in accordance with Trust policy.
7. Develop excellent communication with internal and external stakeholders
8. Provide reports and presentations to a variety of settings, both internal and external to the Trust.
9. Provide specialist professional and clinical leadership and advice across organisations and agencies as required, effectively managing the communication of highly complex and sometimes sensitive information both within and outside the services involving staff, service users, senior managers, statutory and voluntary agencies and professionals from other disciplines and agencies.
10. Demonstrate highly developed negotiation and influencing skills.
11. To develop and maintain effective working relationships and manage conflict effectively and sensitively across a range of situations including the resolution of complaints, which may involve diffusion of hostility and aggression.
12. Key relationships to include
  - **Internal:** CYP Operational Director, Service Director, CCS Norfolk and Waveney children's services leads, and wider leadership and teams, Corporate leads/teams; all staff working in the Children and Young People's Services across the Trust
  - **External:** Commissioners, County Councils, ICB Voluntary sector groups; Educational providers; Early Years leads Voluntary Sector; Other NHS Trusts and private / public
13. To ensure effective communication of complex condition-related information to parents/carers regarding the assessment process, assessment findings and planned intervention, including engagement of parents/carers in intervention plan.
14. To quality assure reports on CYP, in line with service standards, including contributions to statutory assessment.
15. To actively participate in multi-disciplinary meetings, case conferences and review meetings, agreeing and negotiating case management, recognising when there are difficulties in that process and generating possible solutions, including service oversight of SEND mediation and tribunal processes.

16. To recognise how and when information may be shared within the bounds of confidentiality and the Data Protection Act.

## **Budgetary Responsibility**

1. Provide budget holder responsibility for the Just One Number service and fully support the overall delivery of financial targets ensuring effective systems are in place to support this.
2. Support and fully participate in the annual budget preparation and planning processes and be fully engaged in all financial systems and processes across the service.
3. Support effective operational financial management within the service
4. Fully support cost improvement programmes are developed and delivered, ensuring that staff are engaged in continually developing more cost effective and innovative approaches to delivering services
5. Report high level concerns, discrepancies, or budget pressures to the CYP Director.

## **People Management**

1. Responsibility for the operational and clinical management of the SLT service in Norfolk & Waveney; to include complex HR issues for the service.
2. Promote a leadership and management style that pioneers the use of innovation and the changes that need to happen, acknowledging staff contribution and enhancing motivation and development at all levels. Foster an environment of innovation and promote clinical leadership through individual and organisational development programmes
3. To ensure equity and access to SLT provision across the county, taking account of staffing changes and changes in demand.
4. To provide line management to Locality Leads and some Highly Specialist Speech and Language Therapists.
5. To manage, support and to ensure professional and personal development of all staff, including support to staff accessing post graduate training including higher degrees and PhD level, and ensuring a robust system of student placements and assessments is in place including the provision of clinical placements for SLT students including contributing to the assessment of exam placements.
6. Responsible for ensuring that the recruitment, retention, motivation and development of staff is a key management priority, including having a robust system for returners to practice and that an appropriate induction/orientation is in place for all new starters.
7. Act as an external panel member for recruitment of staff to other services and organisations when required.
8. To ensure that a robust system for CPD is in place for all staff and that SLTs fulfil their CPD responsibilities to maintain HCPC and professional registration and that regular appraisal is used to identify aspirations, objectives and development.
9. To evaluate skill-mix across the services, anticipating demand and future changes in training requirements that might be needed as services transform ensuring and ensuring opportunities for staff development, succession planning and effective use of available human resources.
10. Responsibility for the appropriate management of grievance, disciplinary, capability, and performance issues. .
11. Responsibility for initiation, implementation and evaluation of specific projects and pieces of work within speech and language therapy and across disciplines and agencies.
12. Responsibility for ensuring that staff comply with mandatory training requirements including safeguarding of CYP and vulnerable adults.
13. To support, lead and empower Locality Leads to manage people management issues within the area teams, at an appropriate level, utilising senior leadership when necessary and providing appropriate leadership to direct reports who line manage others to ensure they have sufficient skills and support to carry out their role effectively.
14. In conjunction with clinical colleagues and other stakeholders devise, develop and implement new ways of working, taking appropriate advice from corporate colleagues. This might include skill-mix reviews and other staffing strategies.

15. Ensure human resource initiatives, such as improving working lives, diversity, safe employment are implemented and embedded, as well as seeking to develop new ways of working to improve service delivery and patient care

### **Research & Development Activity**

1. Responsibility for implementation of best practice and facilitating appropriate action e.g., local clinical standards, guidelines and audits, and ensuring that necessary ethical policies and procedures are followed.
2. To ensure that the service is represented within multi-disciplinary systems of clinical governance across the Trust.
3. To initiate and undertake audit and outcome measures to develop the evidence base and improve the effectiveness of the service to CYP within the clinical specialism, and collect and provide audit and research data as required.
4. Responsibility for professional advice to the Trust and other disciplines on best practice and acting as a significant resource to the wider health, education and social systems.
5. To evaluate service delivery and instigate evidence-based practice in all areas of the service including co-ordination of strategies for caseload and workload management.
6. To develop and monitor own clinical expertise in area of clinical specialism through planned CPD and specific objectives.
7. To actively reflect on practice with peers to promote professional development and evidence-based decision making.

### **Clinical Leadership and Practice Governance**

1. To deliver excellent clinical leadership to develop needs led and evidence-based care that supports local and national priorities and policies as well as relevant clinical guidelines.
2. Responsibility for governance, including patient and staff safety, in line with relevant Trust Policies and procedures.
3. Ensure that the staff within the speech and language therapy teams observe and maintain strict confidentiality with regards to any patient/family/staff/records and information in line with the requirements of the Data Protection Act.
4. Observe and maintain strict confidentiality with regards to any patient/family/staff/records and information in line with the requirements of the Data Protection Act.
5. Any data that is taken/shared as part of a phone call or transported, faxed, or transferred electronically must be undertaken with regard to the Trust Information Governance and Information Security policies.
6. The post holder must adhere to the Trust risk assessment and risk management processes.
7. The post holder must adhere to infection control policies and procedures.
8. It is a condition of your employment that you are currently registered with your professional body, and it is your responsibility to maintain your professional registration.
9. Undertake mandatory training and any other training relevant to the role as required by Cambridgeshire Community Services NHS Trust.
10. The post holder must participate in clinical and safeguarding audits as required.
11. Ensure the service has a published core offer that provides CYP and their families /carers with information on standards they should expect from the services.
12. Participate in Clinical & Safeguarding supervision on a regular basis.
13. The post holder is required to participate in relevant emergency preparedness process for their team.

### **Children and Young People and Family Involvement**

1. Capture the Child and Family patient experience within the SLT service. Develop services considering feedback, keeping the child and family at the centre of all work undertaken.
2. Support the development of appropriate mechanisms/forums for working with patient groups and voluntary agencies to enhance service delivery.
3. Carry out the Friends and Family Test and Trust wide Survey and act on feedback.

4. Respond constructively to operational complaints and feedback, acting to improve services where appropriate.

## **Clinical Responsibilities**

1. Responsibility to independently manage a highly specialist caseload of CYP who have highly complex needs and/or dysphagia including those with life-limiting conditions
2. To undertake a range of assessments, both standardised and non-standardised, taking account of medical, social and educational factors, which combined with highly developed specialist theoretical knowledge will lead to differential diagnosis
3. To plan, deliver and highly evaluate specialist intervention programmes following professional guidelines and agreed service standards and to plan appropriate long term and short-term goals working towards discharge or onward referral as appropriate
4. To undertake administrative duties connected with the caseload including maintenance of case notes and provision of written reports, following service standards
5. To ensure that all work is carried out in close collaboration with all those involved in CYP's care so that the approach to intervention and support is co-ordinated and comprehensive
6. To access and accept clinical supervision in line with service policy
7. To supervise and clinically support SLTs/ assistants/ teaching assistants/volunteers as appropriate and mentor/supervise more junior SLTs providing support, including objective setting and review and contributing to induction
8. To act as lead clinician across the service for clinical specialism including advice on clinical effectiveness and representing the SLT service in multi-agency working in that area and to provide second opinions to speech and language therapy colleagues in specialist area, highly offering specialist advice
9. To monitor and maintain equipment within clinical area and use resources effectively
10. Completion of accurate and timely statistical returns
11. Responsibility to conform with quality standards as laid down by the SLT service, Communicating Quality (professional standards for SLTs), RCSLT Clinical Guidelines and the HCPC
12. Responsibility to conform to Trust Health and Safety requirements including Moving and Handling policies
13. Responsibility to work within the policies and procedures relating to safeguarding that have been agreed by the Trust and the Local Safeguarding Children's Board
14. Responsibility to carry out duties with due regard to the Trust's Equality and Diversity Policy
15. To undertake other duties from time to time as necessary which may be reasonably deemed to come with the scope of the post and are agreed with the CYP's Service Manager

## **General**

### **Safeguarding people responsibility**

1. Safeguarding children and adults at risk of abuse or neglect is a collective responsibility.
2. There is an expectation that all staff develop and maintain their role relevant safeguarding people competencies and comply with local safeguarding partnerships practice. Alongside this employee who are registrants are reminded of their professional duty of care.
3. Safeguarding means protecting a citizen's health, wellbeing, and human rights; enabling them to live free from harm, abuse and neglect. It is an integral part of providing high-quality health care.
4. Those most in need of protection include:
  - a. Children and young people
  - b. Adults at risk, such as those receiving care in their own home, people with physical, sensory and mental impairments, and those with learning disabilities.

The post holder must at all times carry out their duties with regard to Cambridgeshire Community Services NHS Trust Workforce Diversity and Inclusion Policy.

Cambridgeshire Community Services NHS Trust: providing services across Cambridgeshire, Milton Keynes Luton, Norfolk, Peterborough, Bedfordshire and Suffolk

To be aware of the responsibilities of all employees to maintain a safe and healthy environment for patients, visitors, and staff.

All post holders must adhere to the code of conduct on confidentiality and be aware of and adhere to all Trust policies and procedures.

This job description is intended only as a guide to the range of duties involved. The post holder will need to be flexible and adaptable in order to respond to other duties that may be required from time to time and the changes and developments within the Trust.

This post is subject to the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 and as such it will be necessary for a submission for disclosure to be made to the Criminal Records Bureau to check for any previous criminal convictions. Cambridgeshire Community Services NHS Trust is committed to the fair treatment of its staff, potential staff, or users in line with its equal opportunities policy and policy statement on the recruitment of ex-offenders.

### **Sustainability**

It is the responsibility of all staff to minimise the Trust's environmental impact wherever possible. This will include recycling, switching off lights, computers, monitors, and equipment when not in use. Helping to reduce paper waste by minimising printing/copying and reducing water usage, reporting faults and heating/cooling concerns promptly and minimising travel. Where the role includes the ordering and use of supplies or equipment the post holder will consider the environmental impact of purchases.

March 2024

## PERSON SPECIFICATION

<b>Job Title:</b> Speech and Language Therapy Service Lead – Norfolk & Waveney	<b>Band:</b> 8b
<b>Directorate:</b> Children and Young People's Services	<b>Date:</b> March 2024

\* Assessed method    A= Application I= Interview T= Test R= References

Essential Criteria	*	Desirable Criteria	*
<b>Qualifications and Training</b> <ul style="list-style-type: none"> <li>Degree in Speech and Language Therapy</li> <li>HCPC registration</li> <li>Evidence of continuous professional development and its application</li> <li>Post graduate level training/qualification in relevant clinical and/or management field or able to demonstrate equivalent experience to masters level</li> </ul>	<b>A/ I/ T/ R</b>	Working towards or achieved Master's qualification  Leadership / Management courses Membership of Professional Body and/or Special Interest Group	<b>A/ I/T /R</b>
<b>Experience</b> <ul style="list-style-type: none"> <li>Recent NHS management experience at a senior level</li> <li>Knowledge of relevant legislation general NHS processes, policies and current strategies and performance framework</li> <li>Influencing, persuading and negotiating with senior internal and external stakeholders Working in a management position to include complex staffing issues, workforce planning, service development and project management Working as an Advanced Speech and Language Therapist</li> <li>Teaching and training own and other professions within and outside health settings</li> <li>Working and engaging with a variety of senior staff</li> <li>Integrated working and leadership; both internally with other professional groups and externally across organisational boundaries</li> <li>Change management and demonstrating successful change outcomes</li> <li>Patient and Family Engagement and Involvement Partnership Working</li> <li>Knowledge of confidentiality issues within healthcare</li> <li>Knowledge of the structure and functioning of the NHS</li> <li>Knowledge of the NHS and Local Authority current landscape with respect to Children's</li> </ul>			

and Young People's Services, particularly in relation to SEND <ul style="list-style-type: none"> <li>• Knowledge of relevant legislation</li> </ul>			
<b>Skills</b> <ul style="list-style-type: none"> <li>• Leadership, coaching and management skills</li> <li>• Excellent clinical skills</li> <li>• Excellent interpersonal skills and the ability to communicate complex concepts to diverse groups Well-developed report, policy and procedure writing skills</li> <li>• Ability to lead by example and motivate teams Ability to analyse and assimilate information to make decisions</li> <li>• Understanding of the integration agenda including the skills to embed its concepts into the culture of the profession.</li> <li>• Competent keyboard skills and ability to communicate through IT using packages such as Word, Outlook, Excel, MS Teams and PowerPoint.</li> <li>• Negotiation &amp; Influencing skills</li> <li>• Ability to monitor the quality of work and to undertake audits in accordance with research methodologies</li> </ul>		Ability to apply and use advanced analytical tools	
<b>Safeguarding and promoting the welfare of children and young people/vulnerable adults</b> <ul style="list-style-type: none"> <li>• Ability to safeguard and promote the welfare of children and young people/vulnerable adults Demonstrates understanding of safeguarding issues</li> <li>• Appreciate the significance of safeguarding and interpret this accurately for all individual children and young people/vulnerable adults whatever their life circumstances</li> <li>• Has a good understanding of the safeguarding agenda</li> <li>• Is up to date with legislation and current events Shows a personal commitment to safeguarding children</li> </ul>			
<b>Working within Professional Boundaries</b> <ul style="list-style-type: none"> <li>• Accepts responsibility and accountability for own work and can define the responsibilities of others</li> <li>• Seeks and uses professional support appropriately</li> <li>• Understands the principle of confidentiality</li> <li>• Demonstrates professional curiosity</li> </ul>			
<b>Emotional Awareness</b> <ul style="list-style-type: none"> <li>• Aware of the range of emotions in self and others</li> </ul>			



<ul style="list-style-type: none"> <li>• Demonstrates empathy for the concerns of others</li> <li>• Listens to and understands directly and indirectly expressed feelings</li> <li>• Encourages others to express themselves openly</li> <li>• Manages strong emotions and responds constructively to the source of problems</li> <li>• Shows respect for others' feelings, views, and circumstances</li> <li>• In highly stressful situations keeps own feelings in check, takes constructive action and calms others down.</li> <li>• Has a range of mechanisms for dealing with stress, can recognise when to use them and does so</li> <li>• Listens to personal comments without becoming defensive</li> </ul>			
<b>Self-awareness</b> <ul style="list-style-type: none"> <li>• Has a balanced understanding of self and others</li> <li>• Has a realistic knowledge of personal strengths and areas for development</li> <li>• Can demonstrate flexibility of approach</li> <li>• Shows a realistic appreciation of the challenges of working with children and young people/vulnerable adults</li> </ul>			
<b>Other</b> <ul style="list-style-type: none"> <li>• Ability to travel across the County sometimes at short notice</li> <li>• Satisfactory Disclosure and Barring Service</li> </ul>	<b>A/ I</b>		

## Organisation Structure

