

## Kent County Council

### Job Description: Strategy Manager

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<b>Directorate:</b>	<b>Deputy Chief Executive's Department</b>
<b>Unit/Section:</b>	<b>Infrastructure</b>
<b>Grade:</b>	<b>KR12</b>
<b>Responsible to:</b>	<b>Head of Business Information, Strategy and Assurance</b>

#### **Purpose of the Job:**

To work with the wider Infrastructure division, in a team of Strategy Managers, to produce the overarching strategy and standards that the Infrastructure service delivers within and across a property portfolio (including Office, Community or Specialist Asset and leading on coordinating asset strategies with external partners). Working with the other Strategy Managers to ensure a holistic approach is taken across all strategies, leading the development of distinct parts of the Infrastructure service strategy within the overall framework of the Asset Management Strategy. Develop asset strategies, produce business cases and options appraisals as required across the portfolios, seeking necessary approvals and stakeholder support to enable the programme to move into implementation.

To be responsible for the development of an integrated collaborative team working approach across infrastructure and external teams, KCC Directorates and partners to establish a one service and one Infrastructure approach, leading change programmes through the division, ensuring workable strategies and delivery of ambitious efficiency targets in a timely way.

#### **Main duties and responsibilities:**

1. Lead the development, set up and delivery of Infrastructure's strategies and lead on the development of change programmes that ensure strategies deliver efficiency targets within the portfolio accountable for.
2. Responsible for driving portfolio estate and service transformations delivering efficiencies and effective outcomes in line with KCC's strategies and Medium Term Financial Plan, Infrastructure's Asset Management Strategy and Business Plan to ensure they are delivered in a timely way.
3. Responsible, with the team of Strategy Managers, for producing the business strategy and plans in liaison with other team managers ensuring the strategy and plans are co-ordinated and compliant with governance.
4. Be responsible for analysing and evaluating the performance of services / assets aligning them with the requirements of the Council, applying appropriate measures and indicators which identify areas of change, optimisation, and improvement required to ensure efficient and effective delivery.
5. Lead engagement with partners/stakeholders as necessary to identify and development their asset strategies and plans and provide support where appropriate to ensure a seamless public sector service as far as possible and optimising KCC's outcomes. Nurture new partnerships and existing ones to optimise the best outcome KCC's, and work to identify and innovate new projects.

6. Work collaboratively across Infrastructure teams and service directorates to improve the overall customer experience of Infrastructure through sharing of intelligence and evaluation of information, research etc. to ensure consistency, flexibility and a high standard service. Advise teams on matters relating to asset strategy reviews enabling managers to make correct and timely decisions about the management of those assets.
7. Lead the commissioning and implementation of complex strategic transformation programmes and reviews to identify areas of efficient and effective service to ensure continuous improvement across the portfolio of assets.
8. Represent Infrastructure in various forums, briefings, workshops, consultations etc. as required for the designated portfolio. Lead and represent the division internally and externally in complex key negotiations in connection with this role or as instructed by the Head of Infrastructure Information, Strategy and Assurance, seeking agreed outcomes in a timely way.
9. Lead with appropriate support across infrastructure the development, adoption and delivery of standards, policies, strategic documents, specifications and other key documents as required and participate as a team member in infrastructure activity as required to ensure consistency and accountability.
10. Manage the Asset Assistants and support professional development of their performance, to ensure they are capable of providing a high quality service in line with KCC and INF values and vision.
11. Responsible for driving a customer centric approach and displaying customer focused, professional and empathetic behaviour. Provide excellent service ensuring delivery is high quality and puts the customer at the heart of every aspect of the work in fulfilling customer expectations.
12. Responsible for stimulating an environment for innovation with opportunities to plan new interventions that will drive innovation, proactively embracing new ways of working. Consistently looking at the current way of working to see how this can be improved.

Footnote: This job description is provided to assist the job holder to know what their main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post

## Kent County Council

### Person Specification: Strategy Manager

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The following outlines the criteria for this post. Applicants who have a disability and who meet the criteria will be shortlisted.

Applicants should describe in their application how they meet these criteria.

	<b>CRITERIA</b>
<b>QUALIFICATIONS</b>	Level 5 qualification or equivalent relevant professional qualification (eg RICS, CIPFA, CIM, ACCA etc.)
<b>EXPERIENCE</b>	<p>Management in a Local authority or institution with evidence of managing change within it.</p> <p>Proven experience of Senior Management engagement in the public sector.</p> <p>Proven track record in driving efficiencies and delivering complex strategies and outcomes within parameters set.</p> <p>Experience and a proven track record in change management, innovation and modernisation of services and estates.</p> <p>Proven track record of leading on and concluding complex negotiations that have led to positive outcomes.</p> <p>Experience of producing business cases and options appraisal development and understanding of the Better Business case model.</p> <p>Experience of leading a team including its performance and the management of individuals</p> <p>Experience of leading a one team approach and taking an active role in encouraging the team members to establish positive relationships and work collaboratively across the wider service.</p>
<b>SKILLS AND ABILITIES</b>	<p>Able to work within a politically led environment.</p> <p>Excellent written and verbal communication skills and be able to adapt the communication style to suit different audiences.</p> <p>Organisation, Management and leadership skills, including planning, organizing, motivating staff, and controlling complex activities with large budgets and multiple inter-dependencies.</p> <p>Ability to influence, gain trust and buy in from other stakeholders, to turn strategic outcomes into real plans for action and communicate this effectively within and outside the Council.</p> <p>Ability to flexibly and sensitively operate within a transforming environment.</p>

	<p>Strong analysis, interrogation and challenging skills in order to obtain evidence to develop and support policy, strategy and negotiations. Including risk, financial data, legal and other information.</p> <p>Strong ability to write comprehensive reports and craft presentations and other such communication methods</p> <p>Ability to innovate new property solutions and think laterally to solve problems and work collaboratively with others at all levels of the organisation.</p> <p>Strong commercial acumen and knowledge of the Kent economy – key commissioners, key suppliers, key voluntary organisations</p> <p>Able to work on own initiative, taking responsibility for actions and decisions surrounding areas of accountability</p>
<b>KNOWLEDGE</b>	<p>Understanding of the key Public Sector functions and business alignment.</p> <p>In depth knowledge of business, administration &amp; property and how it is operated and managed effectively within a strategic and operational framework constrained by limited resource, including how legislation, contracts, Health and Safety, Sustainability and other such matters impact on standards of management.</p> <p>Effective management tools and techniques that get the most out of the team to ensure an achieving and resilient delivery culture where resources at your disposal optimised and used effectively.</p> <p>Knowledge of relevant legislation including GDPR, Financial Regulations</p>
<b>KENT VALUES AND CULTURAL ATTRIBUTES</b>	<p><b>Kent Values:</b></p> <ul style="list-style-type: none"> <li>• We are <b>brave</b>. We do the right thing, we accept and offer challenge</li> <li>• We are <b>curious</b> to innovate and improve</li> <li>• We are <b>compassionate</b>, understanding and respectful to all</li> <li>• We are <b>strong together</b> by sharing knowledge</li> <li>• We are all <b>responsible</b> for the difference we make</li> </ul> <p>Our values enable us to build a culture that is:</p> <p><b>Flexible/agile</b> - willing to take (calculated) risks and want people that are flexible and agile</p> <p><b>Curious</b> - constantly learning and evolving</p> <p><b>Compassionate and Inclusive</b> - compassionate, understanding and respectful to all</p> <p><b>Working Together</b> - building and delivering for the best interests of Kent</p> <p><b>Empowering</b> - Our people take accountability for their decisions and actions</p> <p><b>Externally Focused</b> - Residents, families and communities at the heart of decision making</p>

# Organisational Responsibilities

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the 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 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.