



Strategic Manager Operations

Kent County Council

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Introduction to Kent County Council

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

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

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

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

Aims and objectives

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

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

- Working beyond the limit of organisational and service boundaries
- Thinking beyond the limit of our statutory powers
- Building capacity to provide sector and system leadership
- Delivering at both strategic and local scale
- Supporting economic security
- Delivering a cohesive service offer
- Flexibly 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/interimstrategic-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 coordinates 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

Directorate:	Growth, Environment & Transport
Grade:	KR13
Responsible to:	Head of LRA Service

Job outline:

Lead for Libraries, Registration and Archives (LRA) on the operational management of all Library and Registration customer-facing functions to ensure that it delivers services to the public which are forward-looking, customer focused, cost effective, consistent across the county and responsive

Job accountabilities:

1. As a member of LRA's senior management team, contribute to the development and communication of LRA's strategic direction, vision and values, and support the delivery of its objectives and outcomes as set out in the service plan. Through local and national networking, maintain awareness of issues and trends in the library, registration and archives sectors, and take corporate responsibility for ensuring, that LRA's service model continues to be fit for purpose.
2. Lead for LRA, as required, on specific initiatives, cross-cutting themes or policy areas, liaising effectively with KCC officers and elected members, and with external partners to ensure that LRA is fully engaged in internal and external initiatives to which it can contribute to or benefit from.
3. As a member of the LRA senior management team, be responsible for effective performance and resource management, and contribute to budget setting for LRA ensuring that resources are used effectively and efficiently and are targeted where the most improvement can be achieved. Be responsible for budget monitoring and for achieving savings and income generation targets allocated across the operational team and the cost centres for which you are budget holder.

4. Be responsible for the planning, effective management and delivery of the day-to-day operation of all LRA's customer-facing services delivered through the network of libraries, prison library service, mobile libraries, registration offices through a team of operational managers, staff and volunteers. This includes service planning, using customer insight and other management information to set service priorities and service improvement plans and agree targets, including those for income generation; monitoring performance against service plan targets and operational performance indicators, taking appropriate action to ensure that any issues arising are addressed and ensuring effective use of all resources allocated. Establish and maintain excellent working relationships across the LRA team including for example

working closely with the Strategic Manager Specialist and Support services on the effective delivery of registration services as well as internal and external partners

5. Lead LRA's commitment to excellent customer service, working with KCC colleagues and partners to improve customer experience and deliver efficiencies through channel shift - fully exploiting the opportunities presented by LRA's wide presence in the community and face to face contact with the public. Work closely with the Strategic Manager Business Development to facilitate the capture and analysis of customer outcomes & intelligence from across the service and ensure its use for continuous service improvement and service redesign

6. Lead for the LRA in liaising with KCC Property Services on operational matters, and work with Strategic Manager Business Development to ensure that all opportunities to exploit our premises footprint and for modernising and/or joining up LRA services, are fully exploited.

7. Display active commitment to a customer focused service by placing the customer at the heart of every aspect of our work. Engage with customers in a friendly, helpful manner, contributing to public involvement and achieving the best possible outcome for the customer.

8. Lead and manage a team of staff developing and engaging them through support and effective supervision to provide a high quality service in line with LRA's and KCC's priorities and in a way that enhances performance levels. Hold the overview of the management of teams across the county ensuring that focus is given to staff wellbeing, training and development and performance management at every level of LRA.

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:

Educated to degree level and/or hold a management qualification or can demonstrate equivalent depth of knowledge/experience.
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Holding or working toward an appropriate management qualification or standard such as KCC's Managing in KCC or Future Manager programme.
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ECDL or equivalent IT qualification or can demonstrate equivalent level of skill.

Experience:

Extensive strategic and operational experience, both in breadth and magnitude at a senior level and in a political environment. Experience of managing in libraries or a registration setting.
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Experience of using management information to prioritise areas for improvement.

Experience of managing people and team leadership.
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Experience of consulting customers and applying learning to service improvement.
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Experience of budget management, including budget forecasting and taking remedial action where necessary
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Experience of promoting equality among staff and members of partnerships, and of the delivery of customer services responsive to the diverse needs of our customers.
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Skills and Abilities:

Able to take a strategic overview of the service and participate in long term planning for service improvement while being sensitive to changes in political priorities.
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Able to manage complex workload and prioritise effectively, to meet deadlines and work effectively with only minimal supervision.
Able to pro-actively participate in cross-directorate, interagency and/or national meetings at a senior level.
Able to network and communicate effectively with a range of partners and stakeholders, including KCC senior managers and Cabinet Members, and identify opportunities for new projects and services.
An effective leader and people manager, able to engage and manage staff performance, support staff development, wellbeing and motivate those working to them and create a positive working environment.
Must evidence strong team-working skills and be willing to support colleagues and contribute to collective problem solving and creative thinking.
Must have strong written and verbal communication skills, able to identify the right means and language for each message and can produce influential reports for the Libraries, Registration and Archive Management Team.
Effectively controls costs and monitors budgets, taking remedial action where necessary.
Able to use management information to prioritise areas for improvement.
Actively promotes an inclusive culture of equal opportunity and access for all

Knowledge:

Excellent knowledge and awareness of the national and local agenda for public libraries, registration and archives services or willingness to acquire
Sound understanding of local government systems and accountabilities, the Kent County Council environment and the implications for service management and development.
Sound understanding of political environment in Kent and its potential impact on operations.
Excellent knowledge of national, regional and local organisations and their agendas which may impact on services or provide potential partnerships.

Understands and is able to implement all health & safety and data protection/confidentiality legislation and policies e.g., risk assessment and monitoring the implementation of policies.

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

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

Embedding Commissioning and Engaging Relevant Markets

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

Managing Change

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

Kent Values

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

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

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

Curious - constantly learning and evolving

Compassionate and Inclusive - compassionate, understanding and respectful to all

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

Empowering - Our people take accountability for their decisions and actions

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

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

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

Working for Kent County Council

Salary and Notice

The appointment will be subject to 3 months' notice.

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

Terms and Conditions

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

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

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

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

Personal Interests

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

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

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

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

Pensions

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

Politically Restricted Posts

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

Whole Time Employment

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

Health and Safety Policy

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

Sickness Provision

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

Training and Development

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

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

Green Travel

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

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

Other benefits

KCC offers a range of family friendly policies including:

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



Living in Kent

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

Selection Process

Closing Date

This post will close at midnight on 3rd May 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 to complete an online application form.