

Kent County Council  
Job Description: Service Improvement Officer

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**Directorate:** Children, Young People and Education  
**Unit/Section:** Transformation & Innovation Unit  
**Grade:** KR12  
**Responsible to:** Transformation & Innovation Manager

**Purpose of the Job:**

Review services provided by CYPE to establish an in-depth understanding of the impact that strategies, practice and processes have on children and young people. Through the insight gained from these reviews contribute to key strategic priorities identifying and presenting a range of opportunities for the directorate to improve the way it delivers services and successful outcomes for children and young people.

Effectively programme manage service improvement activity across the Directorate providing a strategic overview and an assurance to senior managers in order to facilitate decision making in regard to cost and outcomes to ensure the Directorate is able to demonstrate impact and value for money for service users.

**Main duties and responsibilities:**

1. Develop a comprehensive understanding of the end to end system across a range of services in order to apply a continuous improvement approach with a strong emphasis on solution focused approach to evaluate, design, develop and deliver a wide range of service development approaches and activities to drive improvements in the way services are delivered.
2. Apply expertise and knowledge of CYPE systems and services to influence the future direction and design of services, specific business plans and performance improvement to ensure priorities are consistent across CYPE.
3. Develop an in depth understanding of processes and policies to specify requirements and assess performance level of delivery to develop proposals and blueprints for improvements to service models, assessing costs, timescales, risks and benefits, communicating with clients, presenting and compiling progress reports, ensuring effective presentation of the business case for proceeding with the project.
4. Develop personal relationships to establish and maintain an internal and external network, including linking with other authorities, external agencies, regional partners and innovation and research organisations, to share information, good practice and facilitate a wider research base.
5. Apply intelligence and learning obtained from organisations alongside best practice to determine how that learning may relate to KCC's needs and use this intelligence to influence service improvement where appropriate.

6. Contribute towards the operational Management of project officers and workstreams and provide support and expertise to staff within a team / multi-agency team, identifying training and development needs, to ensure professional development and the provision of a high-quality service. This will involve managing complex partnership arrangements, involving a variety of decision-making processes, whilst ensuring timely project completion and at least annual review of the outcomes achieved.

7. Research, prepare and present briefings and presentations at various forums including elected Members, Corporate Board and Corporate Management Team in order to set out options for considerations/approval, explain the need for improvement and the ways it can be achieved.

Footnote: This job description is provided to assist the job holder to know what his/her 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: Service Improvement Officer

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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>	<ul style="list-style-type: none"><li>• Educated to degree level or equivalent</li><li>• Evidence of continuous professional development</li></ul>
<b>EXPERIENCE</b>	<ul style="list-style-type: none"><li>• Experience of using a wide range of review and continuous improvement methodologies to improve the way services are delivered</li><li>• Experience of changing or designing ways of delivering services which lead to improved outcomes for children and young people</li><li>• Proven track record of developing successful collaborative working in order to improve outcomes for children</li><li>• Experience of contributing towards design and development of strategies which lead to improved outcomes for children and young people.</li><li>• Experience of leading projects that implement change and improvements</li><li>• Experience of writing proficient reports and presenting to senior managers</li></ul>
<b>SKILLS AND ABILITIES</b>	<ul style="list-style-type: none"><li>• Experience of using a wide range of review and continuous improvement methodologies to improve the way services are delivered</li><li>• Experience of changing or designing ways of delivering services which lead to improved outcomes for children and young people</li><li>• Proven track record of developing successful collaborative working in order to improve outcomes for children</li><li>• Experience of contributing towards design and development of strategies which lead to improved outcomes for children and young people.</li><li>• Experience of leading projects that implement change and improvements</li><li>• Experience of writing proficient reports and presenting to senior managers</li></ul>

<b>KNOWLEDGE</b>	<ul style="list-style-type: none"> <li>• Experience of using a wide range of review and continuous improvement methodologies to improve the way services are delivered</li> <li>• Experience of changing or designing ways of delivering services which lead to improved outcomes for children and young people</li> <li>• Proven track record of developing successful collaborative working in order to improve outcomes for children</li> <li>• Experience of contributing towards design and development of strategies which lead to improved outcomes for children and young people.</li> <li>• Experience of leading projects that implement change and improvements</li> <li>• Experience of writing proficient reports and presenting to senior managers</li> </ul>
<b>BEHAVIOURS AND KENT VALUES</b>	<p>The postholder will demonstrate Kent's values:</p> <ul style="list-style-type: none"> <li>- Be open</li> <li>- Be accountable</li> <li>- Invite contributions and challenge</li> </ul> <ul style="list-style-type: none"> <li>• We are brave. We do the right thing, we accept and offer challenge</li> <li>• We are curious to innovate and improve</li> <li>• We are compassionate, understanding and respectful to all</li> <li>• We are strong together by sharing knowledge</li> <li>• We are all responsible for the difference we make</li> </ul> <p>The postholder will demonstrate Kent's cultural attributes:</p> <ul style="list-style-type: none"> <li>• Compassionate &amp; inclusive</li> <li>• Working together – building and delivering for the best interests of KCC</li> <li>• Externally focused – residents, families and communities at the heart of decision making</li> <li>• Flexible/agile – willing to take (calculated) risks</li> <li>• Empowering – our people take accountability for their decisions and actions</li> <li>• Curious – constantly learning and evolving</li> </ul> <p>The 8 Kent leadership competencies and associated behaviours will be demonstrated:</p> <ul style="list-style-type: none"> <li>• Truth and judgement</li> <li>• Conversation and compassion</li> <li>• Empowerment and enterprise</li> <li>• People and partnerships</li> <li>• Character and courage</li> <li>• Outcomes and delivery</li> <li>• Radicalism and urgency</li> <li>• Tools and professionalism</li> </ul>

## **ORGANISATIONAL RESPONSIBILITIES:**

All Corporate Directors, Directors and senior managers have an explicit responsibility to deliver the collective 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 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.