



# ***Total Placement Service – Service Manager***

**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](http://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 using assets as part of public service design and delivery

**Framing Kent's Future** is our top-level council strategy for 2022 to 2026. It sets out the priorities that we will focus on over the next four years to tackle the challenges and make the most of the opportunities that the county is facing. Through delivering these priorities, our aim is to improve life in Kent and build a solid foundation for the county's future success.

<https://www.kent.gov.uk/about-the-council/strategies-and-policies/framing-kents-future>

## **The Strategic Reset Programme**

The Strategic Reset Programme (SRP) is a multi-year transformation programme, bringing together both new and existing programmes and projects across Kent County Council. The programme will prepare us for the opportunities and challenges ahead and ensure that significant activities will be delivered in a collective, timely and disciplined way, with a strong focus on improving outcomes and realising tangible benefits.

# 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:

|                  |            |
|------------------|------------|
| Reform           | 57 members |
| Liberal Democrat | 12 members |
| Conservative     | 5 members  |
| Green Party      | 5 Members  |
| Labour           | 2 members  |

The Leader of Kent County Council is Linden Kemkaran.

There is a Cabinet of Executive Members which meets regularly to debate policy issues and make key decisions. The cabinet comprises of:

|                     |  |
|---------------------|--|
| Linden Kemkaran     | Leader of Kent County Council                                  |
| Brian Collins       | Deputy Leader of Kent County Council                           |
| Diane Morton        | Cabinet Member for Adult Social Care                           |
| Paul Webb           | Cabinet Member for Community and Regulatory Services           |
| Matthew Fraser Moat | Cabinet Member for Department of Local Government Efficiency   |
| Paul King           | Cabinet Member of Economic Development and Costal Regeneration |
| Beverley Fordham    | Cabinet Member for Education and Skills                        |
| David Wimble        | Cabinet Member for Environment                                 |
| Christine Palmer    | Cabinet Member for Integrated Children's Services              |
| Bill Barrett        | Cabinet Member for Highways and Transport                      |

# 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 three directorates and two departments are as follows:

## 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 ICS we are developing multi-disciplinary teams within communities to support local care.

### Responsible for services that include:

Public Health, 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, Mental Health Services.

## 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

## 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.

**Chief Executive's Department and Deputy Chief Executive's Departments**

The Departments support the delivery of our front-line services. The Directorate leads and co-ordinates major change, Organisational design and development and provides a critical client and contracting role with our trading companies including 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:

Strategic Commissioning, Finance, Strategy, Policy, Relationship and Corporate Assurance, Governance, Law and Democracy, Technology, Strategic Reset Programme team, Marketing and Resident Experience, Infrastructure – ICT and property, Human Resources and Organisational Design, Health and Safety, Business Management and Client Relationships.

# Job Description

|                        |   |
|------------------------|---|
| <b>Directorate:</b>    | <b>Children, Young People and Education</b> |
| <b>Grade:</b>          | <b>KSK</b>                                  |
| <b>Responsible to:</b> | <b>Head of Children's Commissioning</b>     |

## Job outline:

Responsible for the safe and excellent delivery of a Children's Brokerage/Placement sourcing service within a multi-agency context so that children in care live in loving safe homes where they are safe, and their needs are met. The postholder will develop and lead a critical support function, providing intelligence and professional expertise to support the operational teams through the development of new, consistent and efficient ways of working across the county.

The post holder will be responsible for shaping, leading and influencing strategy, and developing and operationally managing the internal and external placement activity and external resource activity of the Total Placement Service. This will include setting key performance targets for the service along with operational priorities and promoting efficient and accessible systems and processes to support identification and purchasing of cost-effective resources for children, meeting their needs and delivered within timescales.


The postholder will lead the day-to-day operational business of the teams in the service area, promoting the best interests of children in accordance with the statutory frameworks, ensuring a prompt and efficient response to all contacts and referrals and the delivery of good outcomes for children and their families.

## Job accountabilities:

- Through management of staff and resources, ensure services are delivered in accordance with Government policy, (keeping up to date with new proposals and initiatives) legislation, council policies and departmental procedures and ensure these are child-focused and of the highest possible quality. Provide leadership in delivering and implementing any future changes in policies, procedure or other developments related to children's brokerage/placement sourcing.
- Support the Directors and Assistant Directors by advising on strategy, policy and future direction of the service. Contribute to the establishment and delivery of the council's sufficiency strategy ensuring effective feedback and translation into service delivery, and keep senior management informed of any issues or shortfalls in the service providing suitable solutions and action plans to address these matters.



- Manage budgets and expenditure to ensure resources are optimized. In line with eligibility criteria and priority levels as prescribed in assessment and care management policies and procedures, financial regulations, ensuring value for money. Effectively manage the budgetary performance of the service within the Council's delegated scheme and in accordance with financial regulations.
- Drive and implement the strategic and operational vision of the Service, Division, Directorate and the Council and successfully manage the cultural change required to achieve and provide continuous excellent service delivery. This will involve holding joint responsibility for developing the agenda of service improvement and the ongoing development with partners, including schools and voluntary organisations, to achieve effective and excellent multi-agency working focused around the child.
- Undertake the supervision of directly managed staff to ensure staff and managers receive the supervision, appraisal, support, training and development necessary for them to provide high quality, safe care for children.
- Establish, implement and review annual objectives and targets and ensure that Team Managers produce and implement Service and Team Business Plans setting out clear aims, objectives, targets and performance. Develop systems for the effective monitoring of performance, in order to recognise and commend good performance and to demonstrate high expectations of performances. Have lead responsibility for meeting the performance targets of the service area and to report these to managers and staff as required.
- Ensure the safe transfer of children's files and share resources across the services to ensure safeguarding of children and families.
- Contribute to, and be responsible for quality assurance in own service, including the use of audits, service user feedback and consultation. Carry out quality assurance activities, audits and analysis of staff supervision and exit interviews and ensure service and departmental improvements are made based on the outcomes of this analysis.
- Secure sustainable partnership arrangements with key partners, particularly health, schools, colleges and the voluntary sector, and other local authorities, ensuring the care planning meets the needs and the safety of the child and where these add value to the work of the service in seeking to improve outcomes for children and young people.
- Provide corporate leadership in ensuring effective working relationships with other parts of the Directorate and other Council Departments, along with external agencies such as the NHS and providers of placements. Seek ways to develop the multi-agency services provided so that they model best practice and ensure the safe care of children and young people. To take part in the multi-agency strategic and operational planning process and to jointly manage services with key partners where appropriate and agreed.

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- Ensure Safeguarding services across the council work effectively and collaboratively to achieve excellence against all national and locally set targets and to chair and participate in panels as required.
  - Ensure all actions of team members comply with the Council's policies on diversity, equal opportunities and Health and Safety, including leading through role model behaviour.

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.

# 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:**

- Degree in Social Work, CQSW, DipSW or equivalent.
- Relevant professional development.
- Registration as a Social Worker with Social Work England.

## **Experience:**

- Relevant qualification and extensive working experience in Children's services including understanding of commissioning, payment systems, Finance and Brokerage
- Experience of working within senior management within local government and/or other large and complex organisations
- Experience of working within senior management across directorates, internal and external providers and members of the public.
- Experience of contributing to Business Planning and performance improvement processes
- Experience of achieving solutions to enable the delivery of a diverse range of services in partnership with both internal and external bodies
- Experience of policy and change management
- Experience of leading, managing and motivating staff
- Experience of working with providers, negotiating costs and achieving best value for Kent taxpayers' money

## **Skills and Abilities:**

- Ability to shape and develop a unit that will deliver services now and, in the future
- Excellent negotiation skills and high level of interpersonal and communication skills at all levels.
- Ability to access, analyse and utilise IT systems and data
- Ability to meet strict deadlines and targets, prioritise and plan work
- Ability to develop performance management systems
- Excellent presentation skills and the ability to influence a diverse range of audiences

## **Knowledge:**

- Expert and extensive knowledge and understanding of Children and Families legislation and statutory requirements.
- Expert and extensive knowledge of relevant national and corporate policies and legislation
- Understanding of the internal and external drivers which impact on supply and demand
- Good awareness of Data Protection, GDPR and confidentiality issues
- Excellent awareness of and responsiveness to political issues
- Knowledge of business, commissioning and contracting processes

# 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
- 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 13 July 2025.

## 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](http://www.kent.gov.uk) to complete an online application form.