



Head of Service – Business Support

Kent County Council

Content details

Introduction to Kent County Council	3-5
Structure of KCC	6-7
Job Description and Recruitment Selection Criteria	8-11
Organisational Responsibilities	12-13
Kent Values	14
Working for Kent County Council	15-17
Selection Process	18

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 one 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:

Conservative	61 members
Labour	7 members
Liberal Democrat	5 members
Green Party	5 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
Dan Watkins	Cabinet Member for Adult Social Care and Public Health
Susan Carey	Cabinet Member for Environment
Sue Chandler	Cabinet Member for Integrated Children's Services
Clair Bell	Cabinet Member for Community and Regulatory Services
Rory Love	Cabinet Member for Education and Skills
Neil Baker	Cabinet Member for Highways and Transportation
Dylan Jeffrey	Cabinet Member for Communications, and Democratic Services
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 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, InHouse 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 coordinates 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

Directorate:	Adult Social Care and Health
Grade:	KR14
Responsible to:	Director, Adult Social Care and Health


Job outline:

The Head of Service will provide strategic direction and establish priorities in all matters related to the Business Support function. Responsible for the ongoing transformation and development of the service within Adult Social Care and Health, forming part of the Senior Management Team.

Responsible for leading on the delivery of high-quality business support services to help ensure the Council achieves its strategic aims for adults and their carers, within the current and emerging legislative framework. The Head of Service will lead in reviewing, improving and maintaining business support processes and systems through innovation and new opportunities, ensuring the service is effectively resourced.

Job accountabilities:

1. Provide strategic direction to the Directors for the delivery and continued development of the Business Support Service, ensuring the function is aligned with organisational goals and regulatory requirements.
2. Take a lead role on a range of business processes across the Operational Divisions, ensuring robust procedures are in place and support Directors and Senior Managers to ensure consistency and compliance.
3. Inspire and lead a team of business support professionals, fostering continued professional development and growth, motivating staff for improved performance through day-to-day support and supervision.
4. Jointly accountable for planning and overseeing the budget, ensuring the service is resourced effectively, seeking efficiencies in line with the Council-wide need to deliver services within budget, including delivery against the savings targets whilst avoiding an overspend that could damage the financial viability of the Council.
5. Work closely with the Director to provide assurance of performance and continued service improvement, including production of reporting to influence discussion and strategic decision making.
6. Work autonomously, taking responsibility for actions and decisions within the surrounding area of accountability, manage competing priorities across a wide range of issues and demands.

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7. Using commercial acumen, evaluate and apply judgement using interpretive thinking to find solutions, resolving complex issues constructively gained through a broad in-depth experience,
 8. Manage communication at a senior level with key stakeholders through the relevant approvals process, seeking viable solutions to a range of service delivery issues, ensuring clarity of roles and responsibilities are in place.
 9. With a proven track record in partnership working, lead, negotiate and interact with a range of internal and external contacts with the ability to persuade and influence. Establishing collaborative working options through to practical actions.
 10. Oversee and lead on the development of projects and longer-term pieces of work, including business cases, ensuring they are considered and aligned to the Authority's policies and strategies.
 11. Set policy and procedures to deliver long term strategic requirements, evaluating and interpreting to enable development and to support policy, strategy, including risk, financial data, legal and other information.
 12. Promote and inspire change, stimulating an environment for innovation and improvement, lead on seeking opportunities for new and improved ways of working that will compliment and embed a performance improvement culture.
 13. Evaluate the impact of new and current work/projects against changing service requirements, identifying potential risks, additional resulting issues and areas for development and establish appropriate action and proposals for change, in order to maximise the long-term effectiveness of the service.
 14. Responsible for displaying and driving professional and empathetic behaviour ensuring service delivery is high quality and puts the people we support at the heart of all aspects of the work undertaken.

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.
- Level 5 qualification or equivalent professional qualification.
- Completed Managing in KCC, or willingness to work towards.

Experience:

- Sound knowledge of business objectives and good understanding of political environment within Local government.
- Experience of Council Governance processes and Local Authority Constitutions.
- Significant business and project management expertise.
- Experience of leading a team including its performance, the management of individuals and developing staff through continued professional development framework.
- Demonstrated ability of gaining trust and buy in from other stakeholders, to turn strategic outcomes into real plans for action and able to communicate this effectively.
- Experience of managing and monitoring large budgets in according with KCC's financial operating procedures and systems.
- Proven experience of Senior Management within the public sector.
- 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.

Skills and Abilities:

- High level of organisation, management and leadership skills, including planning, organising, motivating staff and controlling complex activities within large budgets and multiple interdependencies.
- Ability to operate within a transforming political environment flexibly and sensitively.
- Excellent ability to collate, analyse and interpret data, including advanced use of Microsoft Office software packages such as, Excel, SharePoint, PowerPoint.
- Excellent interpersonal skills, both oral and written. Demonstrated by effective presence at meetings and being able to author reports and papers on complex issues.
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- Able to work on own initiative, taking responsibility for actions and decisions surrounding areas of accountability.
- Ability to flexibly, and sensitively operate within a transforming environment.
- 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.
- Strong ability to write comprehensive reports and presentations and other such communication methods at all levels of a large organisation.
- Ability to innovate new solutions and think laterally to solve problems.

Knowledge:

- Detailed knowledge of public sector governance, regulations, systems, frameworks and processes.
- Knowledge of importance of risk management, financial control, customer focus, time management. and operating in an environment with sensitivities.
- Understanding of the challenges faced in a large public sector organisation and how to drive efficiency and culture change.

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 5th June 2024.

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.