

A large, stylized blue horse logo is positioned in the background of the page. The horse is depicted in a rearing posture, facing left. It has a flowing mane and tail, and its legs are extended in a dynamic pose. The entire logo is rendered in a single shade of blue against a darker blue background.

**Head of Estates**

**Kent County Council**

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# Introduction to Kent County Council

Visit our website at [www.kent.gov.uk](http://www.kent.gov.uk)

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.

## 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, [Increasing Opportunities, Improving Outcomes](#).

Before the pandemic the Council was consulting on it's new, [draft 5 year plan](#). However, this was paused and the County Council have now produced an [Interim Strategic Plan](#).

# Political Arrangements

The County Council has 80 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	6 members
Independent Groups	6 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
Tony Hills	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 co-ordinates 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


<b>Directorate:</b>	<b>Strategic and Corporate Services</b>
<b>Grade:</b>	<b>KR13</b>
<b>Responsible to:</b>	<b>Head of Property Operations</b>

## Job outline:

Working as part of the wider infrastructure division play an active role as a member of the Infrastructure extended management team. Lead on the management of the operational estates service to effectively manage the estate administration of Kent County Council's property portfolio and properties that it occupies to deliver the Council's services. This includes being responsible for the day to day interface, delivery and commissioning of services on all estates management activities relating to property management and that the relevant transactions are undertaken professionally, expediently in line with legislative and statutory requirements. Ensure that KCC's property risk is minimised in all respects and that its potential is optimised, and that the Estates service provides value for money. Work collaboratively with the other Property teams and particularly with the Facilities Management and strategy teams to ensure a one property approach is adopted. Responsible for forecasting and managing of all estates related expenditure and rental/ service charge income collection within the Council's estate.

## Job accountabilities:

1. Be responsible for leading the estates team to ensure, that KCC as owner and tenant is fulfilling its statutory and other legal duties along with contractual obligations. Additionally, ensure that tenants, licensees etc. are meeting their contractual obligations to KCC. Work across the property teams provide estates advice to feed into the development of asset management plans including the assessment of options, risk exposure and actions, enabling correct and timely decisions.
2. Commission or deliver all necessary work to ensure that the portfolios are managed efficiently and effectively to establish KCC's property interests are protected, that the advice and services are delivered to a high professional standard and work with estates service providers by giving them appropriate instructions to form their advice / deliver their service. Ensure that KCC's obligations as a tenant and landlord are discharged in relation to compliance and that the Facilities and Security team are aware of these obligations and commission the relevant services to maintain compliance.
3. Work to ensure that the administration of the estate is undertaken in a cost effective way which seeks to minimise cost and maximising income from the Council's estates, taking appropriate action in relation to poorly performing assets.
4. Develop business systems to efficiently manage the case workload and establish efficient workflow process to ensure the clear provision of instructions on the service or receipt of all notices relating to the whole of KCC's Estate, ensuring all related risks are minimised and the team maintains accurate up to date records on K2 or a replacement system.
5. Ensure that appropriate leases, licences, tenancies, easements and wayleaves and other such property contracts are in place and being applied so that KCC is not exposed to unacceptable risk or facing significant financial loss.
6. Develop the procurement approach for commissioned services and lead on the effective management of any commissioned work to the required standard, time and budget parameters.

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7. To effectively manage legal support required ensuring that cases are effectively managed within acceptable time frames.
  8. Collaborate with other members of the property team to identify property across the estate that would be suitable for disposal or deriving income and ensuring your views are provided for consideration. Support the property team with expertise regarding estates, transactional, title and land interest matters etc.
  9. Manage, control, forecast and prioritise the Property Infrastructure estates budget (including service charge and rent collection) through effective monitoring and with support from the wider Property team, develop and implement options to mitigate matters such as identified overspends and budget pressures.
  10. Support the development, adoption and delivery of policies, strategic documents, financial planning of income and expenditure and other key Estate projects and programmes as required and participate as a team member in all property activity as required.
  11. Actively lead and represent the Estates function internally along with Kent County Council externally in key negotiations as required or as instructed by the Head of Property Operations seeking agreed outcomes in a timely way.
  12. Adopt key principles to ensure the Estates Team's compliance with relevant legislation including, but not limited to, Local Government Act 1972, GDPR, Financial Regulations, the Government's Prevent Agenda, Safeguarding, Best Value 2012, Care Act 2014, Public Services Act 2012, Equality Act 2012.



# 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 education or equivalent professional qualification in an Estates Management Discipline.

Completed or working towards Kent Manager qualification once joined KCC.

Evidence of completing the minimum requirement for annual Continuing Professional Development for RICS membership or similar.

## Experience:

Operational Estate Management of a Local authority or institutional property portfolio with evidence of managing change within it.

Experience of Council Governance processes and use of Local Authority Constitutions.

Proven track record in the implementation and monitoring of property service strategy including setting and measuring of targets.

Experience and a proven track record in change management, innovation and modernisation of services and estates.

Proven track record of leading on and concluding complex negotiations that have led to positive outcomes.

Experience of leading a team including its performance and the management of individuals.

## Skills and Abilities:

Organisation, Management and leadership skills, including planning, organizing, motivating staff, and controlling complex activities with large budgets and multiple inter-dependencies.

Ability to 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.

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 read and interpret professional reports and write comprehensive reports, craft presentations and other such communication methods.

Ability to innovate new property solutions and think laterally to solve problems.

Strong commercial acumen and knowledge of the Kent economy – key commissioners, key suppliers, key voluntary organizations.

### **Knowledge:**

All round knowledge of property, estate and portfolio management and how it can be operated and managed effectively in an operational environment with limited resource.

In depth understanding and working knowledge of property matters such as appropriate statutes, landlord and tenant, contract law, freehold, leasehold and other titles and interests.

Some knowledge of construction, repair and maintenance matters, physical land matters such as topography and contamination.

A broad understanding of acquisition, CPO and disturbance compensation.

Knowledge of importance of risk management, customer focus, operation in an environment with political sensitivities.

# 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 Status

This post is offered as a permanent contract.

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 24<sup>th</sup> June 2021.

## 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.