

A large, stylized blue horse logo is positioned in the background, facing left. The horse is depicted in a dynamic, galloping pose with its front legs extended forward and its tail flowing. The entire background is a solid blue color.

**Assistant Director, Integrated Children's  
Services, Area Lead**

**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 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/interim-strategic-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 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

# Advert

## **Assistant Director, ICS Area Lead – Kent CC**

**£69,435-£78,549 with a Market Premium of c£15,000**

The role of the Integrated Children's Services (ICS) Area Assistant Director is to provide strategic leadership in one of four geographical areas. You will be responsible for partnership working as well as social work and intensive early help practice and performance in line with Kent's vision for the delivery of Integrated Children's Services. The ICS Area Assistant Director leads a coordinated and seamless offer to families, identifying needs early, putting in place the right services at the right time and, where possible, preventing needs from escalating.

An exciting opportunity has opened up for the ICS Area Assistant Director for South Kent (Ashford, Folkestone and Dover). The services managed directly by this post include Early Help Intensive Units, Children's Social Work and Children in Care Teams. The Assistant Director will oversee the offer within their geographical area, including how their services work alongside wider internal and external Children's Services, to ensure a robust and joined up model of support.

We are a good Children's Service with an ambition to be outstanding. The Area Assistant Director plays a key strategic and operational role in our journey to provide the very best services for the children and young people of Kent and this is our drive to become outstanding. The successful candidate will be a qualified and registered social worker with a significant experience in managing children's social work teams. They will understand the importance of working within a statutory framework and recognise the benefits of good preventative and early intervention work.

KCC has an ambition to be recognised as an Inclusive Organisation, where everyone is valued. This is predicated on a commitment to embracing diversity by seeking it out, showing a real commitment to equality, fairness and justice which empowers people who are disadvantaged by discrimination and unjust biases. Inclusive Leadership requires leaders to address and overcome all forms of exclusion at personal, structural and systemic levels, thus requiring confident leadership and being at ease with different people and different perspectives. Inclusive leadership is therefore intrinsically linked to ED&I work within organisations which enables and creates the actions and culture of an equal playing field for all. This is a challenging and exciting opportunity for a senior leader to be part of and take forward.

For a confidential discussion please contact our retained consultants at Penna, Carol Coyle on 07500 887 849 or Helen Alwell on 07809 905 467 or to download the candidate information pack please visit <https://execroles.penna.com/>

**Closing date for applications:** Friday 25th March 2022

# Job Description

## Assistant Director, Integrated Children's Services, Area Lead

<b>Directorate:</b>	<b>Children, Young People and Education</b>
<b>Unit/Section</b>	<b>Integrated Children's Services</b>
<b>Grade:</b>	<b>KR15</b>
<b>Responsible to:</b>	<b>Director, Integrated Children's Services</b>

### Job outline:

To lead the strategic development and implementation of Kent's vision for integrated children's services, incorporating and aligning the full range of early help services (including, where appropriate, those commissioned and provided by partners) with children's social work provision.

To provide strategic leadership on integrated children's services in their Area, to ensure that locality early help units and children's social work services are closely aligned and form part of a coordinated and seamless offer providing services to families, identifying needs early, putting in place the right services at the right time and, where possible, preventing needs from escalating.

To manage teams in delivering the full range of early help unit and children's social care provision within a defined geographical area (North, East, South or West) to demonstrate the positive impact of improving outcomes for all children and young people, including those in need of support and protection and those who are looked after.

To contribute to ensuring a key focus on the safe transition of children and young people, including those in special education and disabled children and young people, to adult provision.

### Job accountabilities:

1. Accountable for providing strategic leadership and operational direction in the development of an integrated offer for children, young people and families in their Area, working collaboratively across service boundaries, for the development of integrated provision and ensuring that there is a clear pathway for children, young people and families within those services. To ensure, where possible, that those services are delivered on a multi-agency basis and key partners are engaged in that delivery model.
2. Responsible for directing development of Business Plans, and other strategic documents, for locality early help unit and children's social work services, to ensure that the Directorate's contribution to the wider Health and Social Care economy is reflected, thus enabling provision to be in accordance with identified service needs and the Council's Strategic Priorities.
3. To act as the County lead officer for defined services, where identified, delivered on behalf of the whole county.

4. Instil a culture of continuous professional development within the service, which helps to ensure consideration of the needs of families and that the right services are delivered to the right child at the right time, in line with the Directorate's commitment to support families earlier and better. To create the processes and procedures that enable talent to be identified and realised consistently across the service, ensuring that the Directorate's practice framework is applied consistently by early help and children's social work staff.
5. Initiate and drive change initiatives to ensure continuous service improvement to improve life chances for the children and young people of Kent.
6. Build, develop and maintain effective strategic partnership working and internal and external relationships, to ensure an integrated and collaborative approach to delivering services to the children and young people of Kent.
7. Manage, measure and monitor the quality of service provision and standards within the Area through statistical analysis, case audit and review, and through the measurement of specific national and local targets, and the review of all contracting processes of children's services provided by the independent sector.
8. Direct and enable all services to children, young people and families requiring support at Levels 3 and 4 including Children with complex needs below statutory intervention thresholds, Children in Need, those subject to Child Protection Plans, and those in Care within an Area, ensuring that they are in line with the Directorate's policies, procedures and priorities and national guidance and legislation.
9. Develop, monitor and review strategic policies, procedures and standards of practice for the provision of services to children, young people and families in accordance with new and existing corporate and Directorate strategies and relevant Government legislation in relation to children and young people, to ensure that any changes are incorporated and addressed consistently within the Directorate, corporate and legislative framework.
10. Work closely with the Commissioning team to identify emerging local needs and identify how these can best be met in the local market.
11. To be responsible for the effective forecasting, monitoring and review of budget allocation and expenditure for children's service requirements in the Area, including accountability for delivering budgets within a defined envelope, prioritising service delivery within available resources, identifying and pursuing funding opportunities to develop services to meet the Directorate and Area's Business Plans.
12. To support the Director for Integrated Children's Services, working collaboratively as part of the senior management team, deputising for the Director as and when required.

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 and CQSW/DipSW

Evidence of continuous professional and management development

Registration as a social worker with Social Work England

## Experience:

Extensive senior management experience of operational services within Children's Social Work, Early Help, Education, Health Service, related voluntary sector or private sector organisation

Proven track record of successful collaborative working and partnerships, including delivery of integrated services to improve outcomes for children and young people

Experience of effective multi-agency working

Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people

Demonstrable experience of initiating and managing change in the pursuit of strategic objectives

Effective management and monitoring of major budgets

Experience of directly contributing to policy formulation, implementation and review

Experience of dealing with elected Members and political sensitivity

## Skills and Abilities:

Excellent communication skills in all formats, with an ability to communicate effectively with Senior Managers, elected Members, Central Government, multi-agency partners and people within the community

Ability to produce written material and presentations to a high standard, which are suitable for a range of different audiences

Excellent consultation, negotiation and commissioning skills, with an ability to negotiate in a range of environments including within across the Council, with partners, elected Members and external organisations around contractual and financial arrangements

Proven ability to lead, influence and inspire, particularly during periods of change

Ability to work to tight deadlines within budgetary limits

Ability to quickly grasp complex issues and prioritise competing tasks and deadlines

Excellent risk management skills

Ability to think strategically and operationally, ensuring that services, and their development, reflect the wider national context as well as the Council's strategic priorities

Excellent data analysis skills

Ability to develop and use performance management and quality assurance techniques and processes to enable and facilitate high quality professional practice

Recruitment and staff development skills to empower staff in a changing environment

Computer literacy

#### **Knowledge:**

Appreciation of Kent County Council's policies and procedures, priorities, practice and standards, especially in relation to integrated children's services and commissioning, together with related legal requirements

A detailed knowledge of Government policy, legislation and guidance relevant to children's services

Up-to-date knowledge of relevant research, best practice and national standards in relation to children's services

High level knowledge of corporate financial regulations

Broad knowledge of the range of children's services across partner agencies and sectors

Good understanding of childhood and adolescent development

# 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

## How to Respond

To apply please visit <https://execroles.penna.com/apply/76c7097f-c1f9-4ed3-b511-d065459bb027>

For further information, please call our Executive Search partner Penna:

**Carol Coyle** on **07500 887849**

**Helen Alwell** on **07809 905467**

## Closing Date

This post will close at midnight on **Friday 25th March 2022.**

## Selection Process

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification) via the above link. Please also include your contact details.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please ensure that you address the key requirements as set out in the person specification. These competencies will be used as part of the assessment process.
- Please complete the Equal Opportunities Monitoring Form when you upload your details. We are keen to ensure that all our jobs are accessible to all members of the community and use this data to monitor our progress in doing this.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.

**The following timetable sets out the key dates in the recruitment process:**

Close Date	Friday 25th March 2022
Longlist meeting ( <i>no candidate involvement</i> )	Thursday 31st March / Friday 1st April 2022
Technical Interviews	w/c 4th April 2022
Shortlist meeting ( <i>no candidate involvement</i> )	w/c 11th April 2022
Psychometric online assessments	w/c 18 <sup>th</sup> April 2022
Assessments and Final Interview	w/c 25 <sup>th</sup> April 2022