



Commercial Manager

Kent County Council

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Introduction to Kent County Council

Visit our website at 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 – Commercial Manager

Directorate:	Strategic and Corporate Services
Grade:	KR13
Responsible to:	Procurement and Commercial Manager

Job outline:

Provide strategic advice and oversight for procurement and contracting activity within Strategic Commissioning. Provide professional commercial and procurement advice and guidance using a risk matrix based approach, to assist stakeholders to plan, develop, source and manage procurement arrangements to effectively meet organisational and business objectives that support the letting of all contracts to ensure compliance with Public Contract Regulations.

Job accountabilities:

- Build progressive relationships within Directorates to ensure all procurement activity is compliant with the regulations and meets the business needs. Develop overarching procurement strategies that meet client requirements, ensuring a continual clear understanding on Kent County Council's strategic objectives and business strategies.
- Lead the provision of commercial, contractual and legislative expertise into contract strategies, advising and supporting senior commercial advisers on procurement aspects of their commissioning and business plans.
- Lead on complex commissions and work in a commercial business and programme/project management environment while understanding Kent County Council's business objectives and priorities within the wider political context.
- Identify evolving best practices to ensure procurement activity is conducted in accordance with changes in legislation and case law and KCC operates as a centre of excellence. Apply and share knowledge and expertise to assist the commissioners in strategy development, tender execution and evaluation, contract negotiation and supplier performance evaluation.
- In line with the Procurement Contract Register, maintain and utilise the commissioning portfolio Contract Register to effectively establish a Portfolio Procurement Forward Plan and ensure that key procurements are effectively resourced
- Advise and influence clients on the complex commercial and financial viability of differing sourcing options for specific projects, contract issues, tender processes and procurement cycles, operating within UK procurement laws and the Council's procedures, advising on any commercial or contractual risks.

- Lead regular operational and commercial review meetings (as required) with suppliers and act as an escalation point/ mediate in areas of dispute.
- Develop educational awareness sessions to client teams ensuring risk and commercial awareness including best practice knowledge is transferred.
- Drive continuous improvement through development of effective processes and the associated workforce competencies.
- Represent Procurement to external bodies, Members or senior management, influencing and lobbying them where appropriate. Develop networking opportunities and collaborate with other organisations and authorities to encourage sharing of best practice and knowledge.

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 or equivalent.
- Relevant Management or Professional qualification (MCIPS) and membership of a relevant professional body.

Experience:

- Detailed knowledge and extensive practical experience of public sector procurement regulations and EU procurement directives.

Hands-on, full cycle, procurement experience including:
 - Use of market knowledge to inform the procurement strategy
 - Supporting clients to produce effective specifications
 - Executing the tendering process through to contract award
 - Shaping the contract to deliver client requirements, working with Legal when required
 - Handling supplier negotiations
 - Advising the client on appropriate contract management processes.
- Strategic mindset and problem-solving skills.
- Knowledge of enterprise risk management and business continuity planning.
- Analytical mindset, but also creativity to seek, encourage and find non-traditional approaches that have historically “boxed-in” procurement.

Skills and Abilities:

- Appropriate procurement skills covering Procurement Process Management, Supply Base Analysis, Supply Chain Analysis, Market Knowledge, Negotiation, Contract Construction NEC, Procurement Regulations, Supplier Relationship Management, Procurement Risk Management, Procurement Systems and Procurement Governance & Control.
- Excellent interpersonal skills, including the ability to communicate effectively.
- Excellent stakeholder management engagement and influencing skills in complex procurements and procurement and commercial environments.
- Ability to write and present effectively and persuasively.
- Ability to research, analyse and interpret data/information to support development of Procurement Plans/strategies.
- Ability to develop appropriate relationships with suppliers and clients.
- Ability to facilitate flexible working in the context of changing and developing technology.

Knowledge:

- Thorough knowledge of current national and local multi-agency approach to joint development of services through commissioning.
- Recent experience at senior management level.
- Proven track record of dealing effectively with issues of inclusion.
- Recent experience of working in a multi-agency environment at a strategic level, achieving defined outcomes.
- Good knowledge of data interpretation to meet specific monitoring requirements.

Competencies, Supporting Skills & Behaviours Specific to roles within the commissioning function

COMPETENCY	SUPPORTING SKILLS	BEHAVIOURS
Analytical	<p>Understanding qualitative and quantitative data</p> <p>Horizon scanning</p> <p>Evidence based decision making</p> <p>Information gathering and research skills</p> <p>Communication Skills to address needs of stakeholders</p> <p>Presentation and influencing skills</p>	<p>OPEN</p> <p>Culture shift – changing things – business focussed</p> <p>Value for money thinking</p> <p>Innovative thinking</p>
Collaboration	<p>Stakeholder mapping and engagement</p> <p>Relationship management</p> <p>Data sharing and knowledge management</p> <p>Communication skills</p>	<p>Risk managers</p> <p>Managing expectations</p> <p>Political awareness of unpopular decisions</p> <p>Honesty/bravery</p>
Specification & Measuring Outcomes	<p>Writing quality specifications</p> <p>Defining outcomes</p> <p>Consideration of Alternative Service Delivery Models</p> <p>Social Value and Local Value</p> <p>Incorporating Health & Safety Standards in accordance with relevant legislation</p>	<p>Solutions focussed</p> <p>INVITE CONTRIBUTION & CHALLENGE</p>
Financial Management	<p>Private sector mind set</p> <p>Commerciality and business acumen</p> <p>Financial planning and forecasting</p> <p>Business case modelling skills</p> <p>Financial governance skills</p>	<p>Co-production</p> <p>Collaborative</p> <p>Competition</p> <p>Working together</p> <p>Information Sharer</p> <p>Integrated thinkers</p>

Project Management	<p>Project planning and change management skills including:</p> <p>Scoping</p> <p>Business Case</p> <p>Stakeholder analysis and engagement</p> <p>Resource allocation</p> <p>Motivation and managing the project team</p>	<p>ACCOUNTABLE</p> <p>Professionalism</p> <p>Seeking constant improvement</p> <p>Quick response in relation to delivery</p> <p>Acting as a commercial business</p> <p>Innovator</p> <p>Capacity builder</p> <p>Creative</p>
Leadership	<p>Shares and communicates the vision</p> <p>Engage with the organisation as a whole and influence strategic decisions</p> <p>Problem solving</p> <p>Political Awareness</p> <p>Risk management</p> <p>Innovation and Creativity</p> <p>Inspirational presenter</p> <p>Creates an environment that works to individual strengths to achieve outstanding results</p>	
Evaluation	<p>Ability to determine measurement vehicles</p> <p>Able to review and evaluate</p> <p>Knowing when outcomes have been met</p> <p>Lessons learned</p>	
Performance Management	<p>Sets clear well defined performance outcomes and tracks progress</p> <p>Holds self and others accountable</p> <p>Seeks performance feedback feed back</p>	
Decommissioning	<p>Able to identify when de commissioning should be used</p> <p>Ability to present evidence based decisions on de commissioning</p>	

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 1st July 2021.

Interviews

Either 7th, 8th or 9th July 2021 (please note: current COVID position, interviews will be set up to ensure adherence to government guidelines, so may be done remotely. More information will be provided should you be invited to interview).

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.