



Kent County Council - Operational Manager

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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.

Aims and objectives

Our focus is to work as one council to design and deliver a cohesive, modern public service offer for all Kent's residents, businesses and communities. This will bring together change projects consistently across the council and create organisational design opportunities to transform the way we work, including our people, assets, technology, structures and service delivery.

Success in delivering this aspiration will be determined using the following criteria:

- Working beyond the limit of organisational and service boundaries
- Thinking beyond the limit of our statutory powers
- Building capacity to provide sector and system leadership
- Delivering at both strategic and local scale
- Supporting economic security
- Delivering a cohesive service offer
- Flexibly using assets as part of public service design and delivery

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

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



The Strategic Reset Programme

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

Political Arrangements

The County Council has 81 councillors and elections take place every four years.

The political composition of the County Council is as follows:

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

The Leader of Kent County Council is Linden Kemkaran.

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

Linden Kemkaran	Leader of Kent County Council
Brian Collins	Deputy Leader of Kent County Council
Diane Morton	Cabinet Member for Adult Social Care
Georgia Foster	Cabinet Member for Community and Regulatory Services
Chris Hespe	Cabinet Member for Department of Local Government Efficiency and Local Government Reorganisation
Jamie Henderson	Cabinet Member of Environment, Coastal Regeneration and Public Health
Beverley Fordham	Cabinet Member for Education and Skills
David Wimble	Cabinet Member for Economic Development and Special Projects
Paul Webb	Cabinet Member for Children's Services
Peter Osborne	Cabinet Member for Highways and Transport
Maxwell Harrison	Cabinet Member for Communications and Engagement

Structure of KCC

The structure of the organisation is as shown [here](#)

The Senior Officer team consists of six Corporate Directors. For more information on the Corporate Management Team please follow this [link](#)

The three directorates and two departments are as follows:

Adult Social Care and Health

The Directorate commissions and provides a range of services to improve outcomes for older and vulnerable adults, including those with mental health issues or disabilities, and their families. The Directorate supports vulnerable adults to live independently by promoting their wellbeing and supporting their independence. Services for adult mental health and learning disability already work in integrated teams with NHS colleagues and as a key partner in the Kent and Medway ICS we are developing multi-disciplinary teams within communities to support local care.

Responsible for services that include:

Public Health, Adults Central Referral Unit, Adult Community Teams, Safeguarding and quality, Kent Enablement at Home, Sensory and Autistic Spectrum Conditions Service, Integrated/Registered Care Centres, Day Centres, Community Learning Disability Teams, In-House Provision, Mental Health Services.

Growth, Environment and Transport

The Directorate comprises a range of key frontline, strategic, policy and commercial functions, and plays a major role in making Kent a better place to live, work and visit. The services provided, and the future the directorate helps to shape, affects every household in Kent. This includes strategic responsibility for the future of the county in terms of planning, economic development, transport policy, and major transport improvement schemes, waste disposal and recycling services. In addition, GET manages country parks; libraries; and delivers enforcement services including trading standards, community safety and emergency planning.

Responsible for services that include:

Highways, Transportation & Waste, Regulatory Services, Economic Development, Community Safety & Emergency Planning, Libraries, Registration & Archives, Sport & Country Parks, Arts including Kent Film Office, Development Planning, Planning Applications, North Downs Areas of Outstanding Natural Beauty, Flood Risk & Environment, Sustainability & Climate Change and Heritage Conservation

Children, Young People and Education Directorate

This Directorate combines and integrates the statutory responsibilities of Specialist Children's

Services together with Education services and the targeted and universal services for children and young people within Early Help and Preventative Services. There is a strong focus on alignment of resources to help ensure achievement of one of the key County Council strategic outcomes: 'Every child and young person in Kent gets the best start in life'. To improve outcomes for children and young people, services within the Directorate are working together with relevant partners to deliver the vision set out in the Children and Young People's Services Integration Programme.

Responsible for services that include:

Children's Social Care, Adoption & Fostering, Standards & School Improvement, Skills & Employability, Early Years and Childcare, Provision Planning, Fair Access, Educational Psychology, SEN Assessment & Placement, Youth Justice, Outdoor Education Centres, Children's Centres and Youth Hubs, Inclusion & Attendance, Early Intervention and Community Learning & Skills and Disabled Children and Young People Teams.

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

The Departments support the delivery of our front-line services. The Directorate leads and co-ordinates major change, Organisational design and development and provides a critical client and contracting role with our trading companies including legal and customer contact. It provides Organisational wide governance, financial management and a major contribution to our political and external relationships.

Responsible for services that include:

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

Job Description

Directorate:	Adult Social Care and Health
Grade:	KSL
Responsible to:	Assistant Director

Job outline:

The Operational Manager will provide strategic and operational leadership across designated Adult Social Care services, ensuring the effective delivery of high-quality, person-centred, safe and compliant services that achieve positive outcomes for residents.

Responsible for managing Team Managers and their locality-based professional teams and/or specialist county-wide services, ensuring statutory responsibilities are fulfilled, professional practice standards are maintained and resources are used effectively.

Responsible for leading service performance, quality assurance, operational improvement and commissioning support activity to ensure services are efficient, cost-effective and responsive to current and future needs and demand.

Job accountabilities:

- Lead and manage operational adult social care services across designated areas, provide leadership, direction and support to Team Managers to ensure effective service delivery and professional practice, driving high standards of practice, driving innovation to improve the outcomes for people with care and support needs and their carers and to ensure effective use of limited financial resources.
- Support the Senior Leadership Team with the delivery and development of services, ensuring they operate in accordance with legislative, regulatory and policy requirements. Promoting a culture of accountability, continuous improvement, innovation and high performance.
- Oversee professional practice standards across teams, supporting managers in decision making, ensuring delivery of high-quality, person-centred services that meet our statutory duties and promote independence, wellbeing and positive outcomes for individuals and communities. Monitoring, evaluating and improving service quality, standards and performance through robust assurance frameworks.
- Analyse performance data, audit findings, complaints, feedback and outcomes to drive service improvement. Monitoring operational performance against key performance indications, targets, budgets and strategic objectives. Identifying areas of risk, underperformance or service pressure and implement improvement plans.

- Ensure services are responsive to changing demand, demographic pressures and emerging needs, leading operational planning and contribute to wider service development and transformation activity. Lead on the workforce planning and development for the designated areas, feeding into the directorate's organisational development plans and strategies.
- Develop and maintain effective relationships with internal departments, health partners, providers, voluntary sector organisations and external agencies. Represent the service in partnership forums, strategic meetings and multi-agency initiatives. Promoting integrated working and collaborative approaches to service delivery.
- Manage allocated budgets effectively, ensuring value for money and financial sustainability, including having delegated financial authorisation and oversight of high-cost services. Contributing to the commissioning, procurement and contract management of cost-effective and efficient services. Ensuring resources are deployed effectively to meet operational priorities and service demand. Working collaboratively with commissioning colleagues, providers and partners to shape the market and improve service provision.
- Lead the effective management of safeguarding, operational, financial and reputational risks, maintaining compliance with corporate governance arrangements, policies and procedures.
- Lead and support complex decision-making, providing professional oversight and to ensure risks are appropriately assessed, managed and mitigated. Oversee robust, evidence-based decisions that balance risk, proportionality, safety and independence of residents, in line with statutory duties and organisational policy.
- Provide leadership, professional supervision and performance management of teams, including senior operational staff, supporting the workforce development, succession planning and staff wellbeing. Ensuring effective recruitment, retention and development of professional staff, fostering inclusive leadership and a positive organisational culture.

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 Diploma level qualification in a relevant field, registered profession of Social Work, Nursing or Occupational Therapy.
- Relevant Professional Registration.
- Management qualification or equivalence experience, including completion Managing in Kent, or willingness to work towards.

Experience:

- A track record of sustained success and achievement in a senior management role within Social Services, Education, Health Service, related voluntary Sector or Private Sector.
- Experience of developing successful collaborative working partnerships to improve outcomes for adults with care and support needs and their carers.
- Experience of directly contributing to policy development, implementation and review.
- Experience of initiating and managing change in the pursuit of strategic and operational objectives.
- Effective management and monitoring of complex budgets including prioritising and targeting resources in a cost-effective way.
- Experience of working with members of the public and successful complaint resolution.
- Experience of working in a politically sensitive environment that requires liaison with Members and with the press office in cases of potential adverse media coverage.
- Experience of managing risk.

Skills and Abilities:

- Ability to communicate effectively both verbally and in writing, with a range of multi-agency partners, senior managers, elected members and people in the community.
- Ability to produce written material to a high standard which is suitable for a range of different audiences.
- Be able to analyse information, develop and use performance management and quality assurance processes to inform high quality professional practice.
- Strategic thinker and ability to work to tight deadlines within budgetary constraints.
- Proven ability to lead and influence change including having excellent negotiating and planning skills. Able to challenge practice assertively in a manner that does not undermine professional working relationships.
- Ability to lead, motivate, manage and develop staff.
- IT-literate with an understanding of information systems, including Mosaic and PowerBI reports.
- Commitment to equalities and the promotion of diversity and inclusion in all aspects of working.
- A Full UK Driving Licence – The Council is committed to making reasonable adjustments so whilst this job requires the jobholder to drive your application will still be considered if you are unable to drive due to disability.



Knowledge:

- Sound working knowledge and understanding of relevant social care and health legislation, regulations, policies and issues that affect the delivery of adult social care services.
- In-depth knowledge of Adult Safeguarding and relevant policies and procedures
- Knowledge of financial regulations.
- Knowledge of personnel practices to recruit, motivate and develop staff to achieve a high standard of service deliver.
- Knowledge of compliance of information governance, data protection and confidentiality issues.
- Knowledge and compliance with equality and diversity policies, procedures and legislation.

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 KSG to KSR 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 .

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.