



**Health and Care Integration Lead**

**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 1.4 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 on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities, and businesses. As long as those outcomes are supported by the right services, at the right quality and right cost, they could be delivered by KCC, the public, private or voluntary and community sector. This shift towards a strategic commissioning approach is set out within our Strategic Statement "Increasing Opportunities, Improving Outcomes".

In becoming an outcome focused organisation the way we work within KCC, and with our partners and providers, is changing. Our approach is to:

- Promote personal and family responsibility.
- Focus on prevention and supporting independent living.
- Maximise social value from the services we commission.
- Commission and design services with our partners.
- Maximise the value of the Kent tax pound.
- Be business orientated and entrepreneurial.
- Be a strong voice for Kent nationally and internationally.
- Recognise that no one size fits all.

## Framing Kents Future

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.

We know that the next four years will not be easy. Kent's communities are feeling the effects of the social and economic pressures we face – some of which have been brought into sharper focus by the COVID-19 pandemic. These include rising costs, ever-increasing demand for services like health and social care, growing numbers of households, the impacts of climate change and the pressure that Kent's position as the gateway to Europe can bring to our county.

To help support Kent through these multiple challenges, we will respond by doing things differently. We will seize opportunities to work even more closely with our partners, design and deliver our services more collaboratively and invest in new technology to make the council more efficient and productive. We will also work with Government to secure the powers and resources that Kent needs to succeed.

[Read Framing Kent's Future, our council strategy \(PDF, 6.8 MB\).](#)

## **Our key priorities**

We have built the strategy around four key priorities that will frame our response to the challenges and opportunities of the next four years:

### **Levelling up Kent**

We will use the momentum of the national Levelling Up agenda to make Kent a successful place and narrow the gaps in outcomes between different parts of Kent and between Kent and the rest of the South East. This includes strengthening the county's economy, helping people gain the skills they need, continuing to support schools, a particular focus on improving life in deprived communities in coastal areas and working with our partners to improve the health of Kent's population.

### **Infrastructure for communities**

As the county continues to grow, we will seek to ensure that all communities, new and existing, have the right infrastructure around them for a good quality of life. This includes taking an 'Infrastructure First' approach to new development, improving digital connectivity and access, supporting our rural areas, ensuring people have access to safe and efficient travel options and that all communities can benefit from a strong social infrastructure.

### **Environmental step change**

We will build on the work we've begun to reach our ambitious Net Zero targets, while managing climate impacts that the county is already experiencing. This includes protecting and strengthening our natural environment, working with our partners towards Kent being Net Zero by 2050, exploring options for carbon zero energy production and use, and ensuring that the county is well placed to adapt to climate change.



## **New models of care and support**

We will seize the important opportunities to work differently to manage the demand and resource challenges facing our people-based services and provide better care and support for the people of Kent. This includes integrating our social care and public health services with our partners, supporting vulnerable children and families, helping adults who draw on social care to lead the lives they want to live and improving the way we design and deliver our care and support services. We will deliver the priorities through the commitments and actions set out in the strategy. We will know if we are on track by using performance information and by talking to Kent's residents about the difference we are making.

# Political Arrangements

The County Council has 80 councilors and elections take place every four years.

The political composition of the County Council is as follows:

Conservative	61 members
Liberal Democrat	6 members
Labour	5 members
Independent Groups	8 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.

# Introduction to NHS Kent and Medway Integrated Care Board

Visit our website at [Home :: NHS Kent and Medway \(icb.nhs.uk\)](https://www.icb.nhs.uk)

NHS Kent and Medway is the NHS organisation that plans and buys healthcare services to meet the needs of people living in Kent and Medway.

There are 1.8million people living in Kent and Medway. We have an annual budget of £3.211 billion in 2021/22 to provide the best possible care for the whole county.

An integrated care system is when all organisations involved in health and social care work together in different, more joined-up ways. The focus is on providing care in a way that benefits patients - not what is easiest for organisations.

In Kent and Medway all the NHS organisations and the Kent and Medway councils have been working together as a sustainability and transformation partnership (STP) since 2016. In April 2021 NHS England formally accredited the Kent and Medway as an Integrated Care System.

From July 2022, the integrated care system was given statutory responsibilities and the Clinical Commissioning Group was replaced by the NHS Kent and Medway Integrated Care Board

As a corner stone of an integrated care system, NHS Kent and Medway will:

- allow a more coherent commissioning strategy for Kent and Medway as a whole
- enable and oversee a consistent outcomes-based approach to commissioning across the system that targets population health improvement and maximises the potential for prevention
- provide oversight and insight across a larger area, helping us identify and share best practice, deliver consistency in commissioning approach and expected outcomes, as well as helping address inequity and inequality across Kent and Medway

## Strategic Priorities

1. **Restart and Recover** – a systematic approach to restarting services that were disrupted during the first COVID-19 peak and in transforming to the system we want to be. Elements of the programme include: a focus on the enablers and levers for lasting change; addressing the impact of COVID-19 on BAME communities; clinical input to the plans for restarting and recovery; recognising the importance of impact of COVID-19 on staff and the need to support staff resilience; supporting meaningful development of out-of-hospital care for the longer term; preparing for any further surge in COVID-19.

2. **System leadership and development** – a clear focus on ICS development and approval

moving to deeper system working including Integrated Care Partnership (ICP) and Primary Care Network (PCN) development and assurance and effective interactions between the layers of the ICS in terms of accountability, responsibility, support and facilitation.

### 3. **Strategic change**

- Starting the process for review of service delivery across Medway, north Kent and west Kent with a focus on development of organisational alliances and clinical networks.
- Progress and deliver the East Kent pre-consultation business case (PCBC) and consultation process.

4. **Performance** – develop a revised performance improvement approach in challenged organisations with better alignment of energies and activities across ICS and regulators; system approaches to improvement beyond single organisational boundaries; and incorporation of local system support from other organisations to support improvement.

5. **Develop a clear approach to improvement** – commitment to, and adoption of, single methodology and philosophy (Quality, Service Improvement and Redesign (QSIR) is currently the predominant model in Kent and Medway); develop capacity and capability at all levels of the ICS; change in culture for increased focus on experimentation and rapid improvement cycles.

6. **Ensure a focus on key system enablers** – strategic attention to digital (including shared data and analytics) and workforce aligned to focused initiatives within priority development areas to ensure this is translated into real change and moves beyond strategic intent.

## Our Integrated Care System

An integrated care system is when all organisations involved in health and social care work together in different, more joined-up ways. The focus is on providing care in a way that benefits patients - not what is easiest for organisations.

From family doctors to mental health staff, community teams and our major hospitals, we're using our collective resources, skills and expertise to make care and support better for our residents.

Within the NHS there are three key groupings working at different geographies. The terminology used for the three levels is neighbourhood, place and system:

1. Forty two [primary care networks](#) across Kent and Medway. A primary care network (PCN) consists of groups of general practices working together, and in partnership with community, mental health, social care, pharmacy, hospital and voluntary services in their local area, to offer more personalised, coordinated health and social care to the people living in their area.
2. Four [place based partnerships](#) drawing together all provider NHS organisations in a given area and working more closely with social care. These have previously been called integrated care partnerships.
3. a [single commissioning group for Kent and Medway](#)

## Our Governing Body

Our Board includes non-executives, executive directors and partners members from councils and the NHS.

Other directors of partner representatives attend on a regular basis but are not voting members.

The role of the Board is to make sure NHS Kent and Medway has plans and processes in place to exercise its functions effectively, efficiently, economically and in accordance with principles of good governance and the constitution.

You can find more details on our senior leadership team here [Our Board :: NHS Kent and Medway \(icb.nhs.uk\)](https://www.icb.nhs.uk)

# System Discharge Pathways

The System Discharge Pathways Programme has been in place for a year and delivers across a broad range of interdependent priorities. Senior leaders from Kent County Council, NHS Kent and Medway and the Community Health Providers formed the Programme in autumn 2020. The Programme was designed to improve discharge services for winter 2020-21 and embed a Discharge to Assess approach, to support people back to their own home as quickly as possible and assess their ongoing needs in their home environment. This aimed to reduce reliance on short term community beds and free capacity in hospital beds.

Phase 1 of the Programme focussed on ensuring that discharge services had sufficient capacity, robust referral routes between services to improve flow, and identified gaps in the discharge pathway, including the need to provide better support for people with dementia. The Programme also provided a forum for Kent's strategic response by increasing engagement with health partners and enabling improved oversight of discharge services, including short-term bed management. This response was critical in ensuring that hospitals could achieve timely discharges during the period of huge pressure from December 2020 until February 2021.

In March, senior leaders reviewed achievements of the Programme and planned Phase 2, which continues to work towards delivering services in an integrated way, centred around the needs of Kent residents. Phase 2 objectives include:

- implementing a Bed Brokerage model to combine health and social care purchasing power
- a review of Pathway 1 services and commissioning arrangements
- improving referral processes and joint working
- improving data sharing between partners.

Phase 2 will increase jointly commissioned services, promote a whole-system approach to decision-making and improve value for money for Kent residents.

# Job Description

## Health and Care Integration Lead

<b>Directorate:</b>	<b>Adult Social Care and Health</b>
<b>Grade:</b>	<b>KR14</b>
<b>Responsible to:</b>	<b>Director of Adult Social Care and Health, Kent County Council and Director of Integrated Care Commissioning , NHS Kent and Medway</b>

### Job outline:

#### **Purpose of the Job:**

Kent County Council (KCC) and Kent and Medway Integrated Care Board (ICB) have embarked an ambitious programme to redesign hospital discharge pathways and integrated commissioning for community support. Taking the learning from the COVID-19 hospital discharge policies with the joint aim to maintain the Discharge to Assess Model this role will be instrumental in shaping, implementing, and driving forward this joint commitment. This will also support the realisation of health and care integration for Kent.

The post holder will build effective relationships with four acute NHS Trusts, three community health providers, adult social care services as well as engagement with the voluntary and community sector. To support the implementation of a range of new models of care, standardised discharge pathways and ways of working to support delivery of a new Integrated Discharge Pathways Programme. Providing effective and visionary leadership; utilising respective partner organisation's governance processes to drive effective integration between health and social care through collaboration with stakeholders and partners across the system to deliver better outcomes.

The role includes responsibility for assisting NHS and Local Authority Commissioners to improve market shaping addressing delayed transfers of care, admission avoidance and community-based solutions that promote independence and reduce the risk of social isolation

### Accountabilities:

#### **Programme Management**

- Provide expert programme management and leadership for the new Integrated Discharge programme, Joint Commissioning Operational Group and Better Care Fund Programme
- To provide effective system leadership and relationship management, building trust and developing shared priorities with partners and stakeholders including openly tackling areas of conflict and creating collaborative mutually workable solutions to ensure the delivery of person focused, integrated locality-based community discharge hubs.

- Delivery of collaborative, integrated, outcome-based service planning that takes account of national performance standards as well as statutory and local performance plans.
- Create effective links with KCC Senior Management Team, community health providers and the ICB. To ensure alignment of the joint vision and commitment and effective deployment of resources and support the Integrated Discharge Pathways.
- Support partners to establish Community Integrated Discharge Hubs across Kent.
- Facilitate access to national resources, support offers and training to improve capacity and capability of hospital discharge services and systems in the delivery of the programme
- Work with systems across multiple organisations to set up effective reporting, evaluation, and measurement frameworks for the programme to demonstrate effective and sustainable change.
- Support the implementation of real time and high-quality data through the Discharge SITREP reporting requirements, and ensure the local systems use this information and learn lessons from the findings
- Develop governance arrangements to support effective joint commissioning arrangements and to ensure the effective use of system funding to deliver discharge arrangements

### Operational Delivery

- Establishing cross-system working to ensure appropriate health and social care support is provided in the right setting following discharge from hospital
- Implement and performance manage Community Integrated Discharge Hubs.
- Working with partners to develop and implement integrated planning processes between KCC and ICB
- Establish key performance indicators across the partnership relating to the Integrated Discharge Programme
- Support the deployment of workforce, skills mix and training to deliver discharge arrangements
- Support the strategic aim with support of all system partners towards more home-based discharges and fewer bed based post-acute care options
- Ensure that best practice is developed and delivered at organisational and divisional levels. Challenge ways of working and persuade, motivate, and influence other senior managers to realign services where necessary
- Ensure the securing of value for money, considering all relevant factors, including risk, quality, and other factors

### Communication and Engagement

- Work collaboratively internally and externally to ensure that issues are effectively managed and foster partnership working to promote sustainable service improvements
- Establish and maintain highly effective communication routes in line with the needs of the diverse range of stakeholder interests
- Work inclusively with a diverse range of stakeholders and provide leadership on equality issues to provide equality of opportunity
- Delivery of effective communication strategies for sharing the vision and plans with staff, partners, and the public to ensure there is clear understanding of the impacts and outcomes.

# 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 (or equivalent)

Management qualification or equivalent experience.

## Experience:

Significant experience of leading system level transformation and delivering change programmes.

Experience working within health and/or social care sector at a senior management level.

Experience of joint work and developing joint services between health and social care.

Experience of developing governance frameworks to support joint commissioning arrangements.

Experience of working in partnership with voluntary or independent sector agencies to deliver service improvements.

## Skills and Abilities:

Able to build trusted stakeholder relationships and wide support networks in a political context such as Local Government, the NHS, and the voluntary and community sector.

Able to be innovative and lead cultural change.

Able to motivate and influence a range of stakeholders to deliver effective services.

Able to lead and deliver complex change and strategy development programmes in a politically sensitive environment.

Highly developed written and verbal communication skills with the ability to influence and engage high level internal and external stakeholders effectively.

Able to positively influence the outcome of decision.

Excellent presentation skills to effectively communicate complex issues to a wide audience.

Excellent analytical thinker, able to apply significant degree of evaluation, judgement and provide practical and creative solutions.

Able to hold significant autonomy in role and able to work independently, managing competing demands and priorities.

## Knowledge:

Up to date working knowledge of national health and social care policies, strategies, and legislation

Understanding of the political interface between the NHS and the local authority and have a high degree of political sensitivity

In-depth knowledge of project and programme management techniques

Understanding of the context and aims of current health and social care economy across Kent and understanding of the implications of this on engagement and organisational change.

# KCC Organisational Responsibilities

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the 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

We will strive to:

- 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

We will achieve this by:

- 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

We will manage change by:

- 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 target

# KCC values and culture

Our culture and values make us who we are as an organisation and as an employer. They are two of the core elements that we are re-setting as we recover and re-focus following our emergency response to Covid-19.

Everything we do should be guided by our values. They set out who we are as people, what we stand for and how we act. We've revised our values to reflect what we've heard from you directly, and what we've seen clearly during the Covid-19 emergency response. These are the values that we demonstrate ourselves, see around us and collectively and individually strive for:

- 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 cultural attributes

We have identified a set of cultural attributes that will enable us to accelerate out of this crisis with a renewed focus on inclusion and diversity and enable high performance. These cultural attributes are aspirational – they do not describe our current culture and we will need to be intentional about how we develop our culture over time:

- Compassionate & inclusive
- Working together – building and delivering for the best interests of KCC
- Externally focused – residents, families and communities at the heart of decision making
- Flexible/agile – willing to take (calculated) risks
- Empowering – our people take accountability for their decisions and actions
- Curious – constantly learning and evolving

## Leadership Traits

Leaders are a key lever of culture. We have defined the leadership traits that will enable the culture and values we have described. These leadership traits will enable us to build resilience and deliver our future aims

- Courage & Integrity
- Making a Difference – Sense of purpose
- Compassion & Inclusion – Community Leadership
- Drive for Results
- Curiosity & Learning

# Working for Kent County Council

This role is a joint appointment between Kent County Council and Kent and Medway Clinical commissioning group, Kent County Council will be the host organisation for this role and therefore the successful candidate will be appointed as an employee within Kent County Council and working within Kent County Council's terms and conditions.

## 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

. Find out more about [locations in Kent](#)

# Selection Process

## Selection Process

The selection process will take part in two parts; a technical panel and a value-based panel, these will be led jointly across some of our system partners

