

# KENT GRADUATE PROGRAMME

## YOUR APPLICATION PACK

TO AN  
EXCITING  
FUTURE

### RECRUITING LOCAL GOVERNMENT PROFESSIONALS OF THE FUTURE

Apply online:  
[kent.gov.uk/jobs/starting-your-career/  
kent-graduate-programme](https://kent.gov.uk/jobs/starting-your-career/kent-graduate-programme)

Closing date: **21st December 2020**

**Your Business Change Stream  
application pack includes:**

Introduction to  
Kent County Council

Job description

Recruitment selection criteria

Vacancy timetable

Working for Kent County Council





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November 2020



## APPLICANT INFORMATION PACK

Dear Candidate

### Reference your application for the post of Business Change Stream

Thank you for your interest in this challenging but rewarding role. The successful candidate will be offered a position, ensuring the right skills, experience and knowledge mix exist in the team.

**IMPORTANT NOTE** to candidates **BEFORE** making an application:

- You must provide all relevant information in the online application itself; a CV is not required for this position and will not be reviewed as part of the selection process.
- You must list a full employment history and explain all gaps in employment.
- Please list your qualifications, listing the highest first: provide the level of qualification; name of subject; the grade and year of achievement. For example, BSc (Hons) Forensic Science (2:1); HND Bio-medical Science (distinction) (2017); GCSE (O-level) English Literature (C) (2017)
- Refer to the person specification and use the 'reason for application' to demonstrate how your past experience, knowledge or skills and achievements will transfer to the position you are applying for, please provide examples.



### **First Sift Recruitment Exercise/Shortlisting**

Following the closing date, applicants will be invited to participate in a first sift activity. Please make a note of the dates of the first sift recruitment activity in your diary.

Application forms and video submissions will then be reviewed by the graduate team and a scoring matrix will be used to identify those candidates that demonstrate through the online application form and first sift exercise how they meet the selection criteria for the role.

### **Assessment Centre**

Candidates who are shortlisted for assessment centre following the first sift recruitment activity will be notified by telephone and in writing of their invitation. Please make a note of the assessment centre dates in your diary.

### **The Interview**

Where an assessment day is held, candidates that are successful will be informed as soon as possible after the end of the day itself and invited for interview by telephone and in writing. Please make a diary note of the interview date(s).

The successful candidates will be advised in writing as soon as possible after the last interview. You may ask for feedback after the decision has been made.

# 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.

The [Strategic Delivery Plan](#) is our business plan for 2019 - 2022.

The plan summary captures all of our significant commissioning, service and policy activity in one



place, looking ahead over the next 3 years.

Our business plan plays an important part in delivering the outcomes of our strategic statement, [Increasing Opportunities, Improving Outcomes](#).

# 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	65 members
Liberal Democrat	7 members
Labour	5 members
Independent Groups	4 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
Richard Long	Cabinet Member for Education and Skills
Michael Payne	Cabinet Member for Highways and Transportation
Shellina Prendergast	Cabinet Member for Communications, Engagement and People
Mike Whiting	Cabinet Member for Economic Development

# Structure of KCC

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

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

The four directorates are as follows:

## **Growth, Environment and Transport**

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

### **Responsible for services that include:**

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

## **Adult Social Care and Health**

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

### **Responsible for services that include:**

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



## **Children, Young People and Education Directorate**

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

### **Responsible for services that include:**

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

## **Strategic and Corporate Services**

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

### **Responsible for services that include:**

Engagement, Communications, Organisation Design & Development, Finance, Governance & Law, Infrastructure, Policy and Strategic Commissioning including Procurement & Business Intelligence and Public Health

# Job Description

<b>Job Title:</b>	<b>Kent Graduate Programme – Business Change Analyst Trainee</b>
<b>Directorate:</b>	<b>Strategic and Business Services</b>
<b>Grade:</b>	<b>KR8</b>
<b>Responsible to:</b>	<b>Placement Manager</b>
<b>Location:</b>	<b>Countywide</b>

## **Purpose of the Job:**

The Kent Graduate Programme (KGP) is a fast track development opportunity designed to recruit high calibre graduates and develop them as catalysts for innovation and improvement across KCC.

The graduate trainees should demonstrate the ability to think innovatively and bring a fresh perspective into the organisation. They should actively embrace change and seek to improve the efficiency and effectiveness of KCC services.

As KCC is faced with challenging financial pressures, you will work closely with colleagues across the organisation to identify areas of improvement, design solutions and help to guide the implementation through the use of Continuous Improvement methodology.

You will participate in the programme for two years, and work alongside colleagues in the change team where you will develop a wide range of skills and gain professional qualifications in this area. The projects will vary across the organisation to gain a broad understanding of each area of the council and each project will carry various levels of responsibility and accountability and focus on efficiency and improvement.

The programme provides a strong emphasis on personal development including the skills and attributes required by senior managers within the organisation. On successful completion of the programme, trainees will become part of the Performance and Analytics Team and will be deployed according to the priorities of the council.




### **Main Role and Responsibilities:**

1. To support continuous improvement and efficiency across KCC using continuous improvement methodologies.
2. To develop transformation capabilities to support service change and continuous improvement.
3. To work with colleagues in Directorates to identify opportunities for improving the efficiency and effectiveness of KCC services.
4. To work with colleagues in Directorates to implement these opportunities for improvement, so improving outcomes for customers and reducing costs.
5. To build strong and collaborative relationships with colleagues in Directorates across KCC.
6. To build strong professional relationships and networks within Kent County Council to improve cross-directorate communication and partnership working.
7. To be willing to accelerate their own development by being open to and acting upon feedback on their outputs and performance, and by providing constructive feedback and support to colleagues.
8. To manage deliverables, project workstreams and/or own workload effectively, prioritising tasks and ensuring deadlines are met.
9. Apply analytical skills learned in live workplace settings using evidence-led methods and techniques.

### **KCC's Main Roles and Responsibilities:**

1. To ensure that Graduate Trainee learning, and development needs are met to allow those on the programme to develop a good foundation in change competencies.
2. To communicate a clear vision of what a Graduate Trainee should achieve, and to provide support and guidance to achieve this.
3. To identify suitable projects in consultation with the Graduate Trainee.

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4. To provide a structured training plan to develop the Graduate Trainee's career.

# Person Specification: Kent Graduate Business Change Analyst

The following outlines the criteria for this post. Applicants who have a disability and who meet the criteria will be shortlisted. Applicants should describe in their application how they meet these criteria.

	Criteria
<b>QUALIFICATIONS</b>	<ul style="list-style-type: none"><li>▪ 2:1 degree or equivalent qualification in any discipline.</li><li>▪ GCSE English Language Grade A-C or equivalent (Level 2 qualification).</li><li>▪ GCSE Mathematics Grade A-C or above or equivalent (Level 2 qualification)</li></ul>
<b>EXPERIENCE</b>	<ul style="list-style-type: none"><li>▪ Confident and motivated to deliver results within a fast-paced, complex environment.</li></ul>
<b>KNOWLEDGE</b>	<ul style="list-style-type: none"><li>▪ An understanding of local government and a commitment to working in the Public Sector.</li></ul>
<b>SKILLS / ABILITIES</b>	<ul style="list-style-type: none"><li>▪ Good written, presentational and communication skills</li><li>▪ Ability to prioritise and manage time and workload effectively, work to tight deadlines and ensure high standards are maintained.</li><li>▪ Ability to demonstrate teamwork and ability to build effective working relationships (e.g. influencing, persuading and negotiating with others).</li></ul>

	<ul style="list-style-type: none"> <li>▪ Good problem-solving skills, with an aptitude for finding solutions and making evidence-based decisions.</li> <li>▪ Willing to work in new ways, welcome change and adopt new technology.</li> <li>▪ Excellent IT skills (including use of spreadsheets, word processing and other MS Office and Oracle software).</li> </ul>
<b>KCC VALUES</b>	<ul style="list-style-type: none"> <li>▪ We are brave. We do the right thing, we accept and offer challenge</li> <li>▪ We are curious to innovate and improve</li> <li>▪ We are compassionate, understanding and respectful to all</li> <li>▪ We are strong together by sharing knowledge</li> <li>▪ We are all responsible for the difference we make</li> </ul>

# The Business Change Stream – An Overview

## What's Involved

The Business Change Stream is a 2-year development programme which is designed to recruit high calibre graduates and develop them as catalysts for innovation and improvement across KCC.

You will work closely with colleagues across the organisation to identify business requirements, to design solutions and to help guide the implementation using appropriate project methodology.

You will participate in the programme for two years, and work alongside colleagues in the change team where you will develop a wide range of skills and gain professional qualifications. The projects will vary across the organisation in order to gain a broad understanding of each area of the council and each project will carry various levels of responsibility and accountability and will focus on efficiency and improvement.

## Training and development

The programme provides a strong emphasis on personal development including the skills and attributes required by analysts within the organisation.

You will be offered a range of development opportunities throughout your two-year programme including the Improvement Practitioner apprenticeship Apprenticeship (Level 4). On successful completion of the programme, trainees will become part of the Performance and Analytics Team and will be deployed according to the priorities of the council.

You are fully supported from day one and will be allocated a professional mentor from outside of the Division who will take a close interest in your development and a placement manager.

## Location

Candidates will primarily be based at our Maidstone offices although this role may require flexibility to travel to different locations around the County as required.

# Our Commitments

1. To deliver the Strategic Outcomes contained within our strategic statement '[Increasing Opportunities, Improving Outcomes](#)'
2. To deliver better outcomes for Kent residents through our [Commissioning Framework](#)
3. To provide excellent value for money services and continuously improve [KCC Performance](#)
4. To take [better care of the public](#) by improving the ways we communicate, listen and respond to their needs
5. To [inspire our staff](#) and ensure KCC promotes [equality of opportunity](#)



# Working for Kent County Council

## **Salary and Status**

This post is offered as a permanent contract.

The appointment will be subject to 1 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.

27 days annual leave is provided excluding Bank Holidays. You will also receive paid time off for public holidays plus a concessionary day at Christmas.

## **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.

## **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](#).

# Vacancy Timetable

**Closing Date for Receipt of Applications:** This post will close at midnight on Monday 21<sup>st</sup> December 2020

**Candidates will be invited to complete a first sift activity:** Tuesday 22<sup>nd</sup> December - Monday 4<sup>th</sup> January 2021

**Assessment Centre to be held:** Shortlisted candidates invited to attend an Assessment Centre to take place on w/c 25<sup>th</sup> January or 1<sup>st</sup> February 2021

**Final Stage Interviews:** Shortlisted candidates will be invited to attend interview w/c 15<sup>th</sup> February 2021

**Start Date:** Successful applicants will join KCC on Monday 22<sup>nd</sup> March 2021

## How to Respond

To apply please visit [www.kent.gov.uk](http://www.kent.gov.uk) to complete an online application form.