

A large, stylized silhouette of a horse in a running or galloping pose, rendered in a lighter shade of blue against a darker blue background. The horse is facing left, with its front legs extended forward and its tail flowing back.

# **Active Partnership Director Kent and Medway Active Partnership**

**Kent County Council**

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# Introduction to the Kent and Medway Active Partnership

The Kent and Medway Active Partnership is one of 43 Active Partnerships in England and currently operates as *Kent Sport*.

Our principal funders are Sport England and Kent County Council, whose strategies set the direction of our work and activity.

Kent County Council also hosts the partnership in its offices, providing support services, and is the employer of our staff team.

We also work with and are supported financially by Medway Council and the 12 district and borough councils across the county.

Our vision is 'more people, more active, more often'.

Our mission is to 'change and improve lives through sport and physical activity'.

We aim to increase participation in sport and physical activity and promote the benefits of a healthy lifestyle for all our 1.9m residents, especially among under-represented groups, including women, older people, people with disabilities, black and minority ethnic communities and people from lower socio-economic groups.

We engage with partners and networks across Kent and Medway – including governing bodies of sport, clubs, school sports networks, local authorities, and partners in health, adult social care, community safety, housing and transport – to provide opportunities for everyone to get involved in sport and physical activity for enjoyment as well as wider health and social outcomes.

Working as partners, we are committed to increasing participation in sport and physical activity across Kent and Medway, adding value by working together, with a focus on encouraging the least active to become more active.

This unincorporated partnership is directed and guided by an independent board which sets the strategy and oversees, scrutinises and guides the work of the staff team, making decisions where appropriate. It is responsible for the provision of good governance and overseeing delivery of the Strategic Framework for Sport and Physical Activity for Kent and Medway.

Visit our websites: [Kent Sport](#)  
[Everyday Active](#)

# Message from the Chair of the Kent and Medway Active Partnership

This opportunity to become the next Director of the Kent and Medway Active Partnership comes at an exciting time.

Sport England has recently published its new strategy for the next ten years and Kent County Council has re-affirmed its support as the host organisation for our unincorporated partnership.

As Kent County Council's *Kent Sport*, we have been one of the leading and most successful partnerships in the country for several decades, but a recent review identified an opportunity to work to a different business model going forwards.

A new Partnership Director will lead us through the transformation to become a more independent organisation.

We want to build on our previous achievements and lead more people from all communities and backgrounds becoming more active more often.

If you believe you have the skills, experience, commitment and motivation to meet this challenge then we look forward to receiving your application.

I hope this Kent County Council Recruitment Pack provides the information you need to submit your application. If you would find it helpful to have an informal discussion about this role then please contact me via email to arrange a convenient time.



Dick Fedorcio OBE

Chair

Kent and Medway Active Partnership

[dick@fedorcio.com](mailto:dick@fedorcio.com)

April 2021

# 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 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 81 councillors and elections take place every four years. The next election will take place on Thursday 6 May 2021

The current 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 coordinates 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>Directorate:</b>	<b>Growth, Environment and Transport</b>
<b>Grade:</b>	<b>KR13</b>
<b>Responsible to:</b>	<b>Chair of the Kent and Medway Active Partnership</b>

## Job outline:

To provide effective and high quality strategic and operational leadership of the Kent and Medway Active Partnership to deliver its vision, mission and business objectives.

To increase the opportunities for people to take part in sport and physical activity in order to improve physical and mental health and wellbeing.

To engage with local, regional and national stakeholders to build strong relationships and drive collaboration to promote sport and physical activity.

## Job accountabilities:

1. To implement the merger of the existing 'blended' team comprising KCC and Sport England funded staff to a single Active Partnership team for Kent and Medway, operating as the strategic lead for sport and physical activity.
2. To prepare and implement a long-term strategy and delivery plan for sport and physical activity for the Active Partnership, that reflects the needs of people and communities in Kent and Medway and contributes to local outcomes.
3. To lead the Active Partnership and manage the Active Partnership team, promoting and establishing a culture of organisational and individual learning and development, maximising the contribution from all members of staff.
4. To prepare and monitor the Business Plan for the Active Partnership, regularly reviewing performance with the Chair and Active Partnership Board members, using measurable outcomes and targets.
5. To be responsible for the day-to-day delivery of programmes and projects and be accountable for operational performance and the achievement of key performance targets.
6. To demonstrate business acumen and commercial awareness, seeking new business opportunities and promoting the capabilities, programmes and projects of the Active Partnership.

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7. To manage the Active Partnership budget, including its setting, monitoring income and expenditure and regular reporting to the Active Partnership Board.
  8. To actively represent the Active Partnership at local, regional and national levels, appropriately influencing the responses to key matters and issues.
  9. To establish and maintain constructive and influential relationships with stakeholders at local, regional and national levels, developing collaborative and integrated approaches across public and private sectors to achieve positive outcomes for Kent and Medway, including positioning sport and physical activity at the heart of 'Good Growth' for the county.
  10. To service and report to the Active Partnership Board, liaising with the Chair to coordinate the calendar and content of meetings.
  11. To ensure, working with the Chair, that the Board is fit for purpose through appropriate recruitment and selection, and a commitment to its continuous professional development.
  12. To ensure the Active Partnership is legally and regulatory compliant and meets best practice guidance including (but not exclusive to) in relation to governance, health and safety, finance and safeguarding.
  13. To demonstrate a genuine and ongoing commitment to equalities and diversity when working with all partners and stakeholders.
  14. Deliver to agreed budget and income targets.

# 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:

- Relevant degree level (or higher)
- Recognised management qualification or significant management experience

## Experience:

- Excellent understanding and awareness of the policy and operating environment at the local level, understanding the cultural, political and stakeholder context to decide the best approaches
- Successful senior management experience in either the public or private sectors
- Extensive experience in leading, managing and developing a strategic community service
- Direct experience in leading stakeholder engagement and management
- Experience of successfully designing and implementing changes to service delivery models to deliver improved outcomes
- Excellent diplomacy skills working in a complex environment

## Skills and Abilities:

- Proactive leadership with the capacity and vision to lead strategic change
- Excellent interpersonal skills to build strong professional relationships with the Active Partnership Board and other stakeholders
- Excellent listening, facilitation and communication skills, ability to present complex messages at a high level in an engaging style that secures good understanding
- Problem solving and decision-making skills including a focus on continuous improvement and innovation.

## Knowledge:

- Extensive knowledge of current policy framework for sport and physical activity
- Strong commercial awareness and business acumen

## Behaviours & Values

### 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



### **Cultural Attributes:**

- 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

# 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

Kent County Council and the Kent and Medway Active Partnership aspire to a culture which 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

The values that underpin and align with this are:

- 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

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 27<sup>th</sup> May 2021.

## 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 <https://recruitmenthub.solutions/members/?j=1881> to complete an online application form.