

**By:** Gary Cooke – Cabinet Member for Corporate & Democratic Services  
Amanda Beer – Corporate Director of Human Resources

**To:** Personnel Committee

**Date:** 4 June 2014

**Subject:** Kent Manager Update

**Classification:** Unrestricted

**Summary:** This paper provides an update on the Kent Manager development programme which forms a key component within KCC’s Leadership and Management Development Strategy.

## 1. Introduction

1.1 In times of great challenge and uncertainty effective leadership becomes even more vital. In 2013 the new Leadership and Management Development Strategy was developed to equip managers with the skills and knowledge needed to deliver the transformational change set out in Facing the Challenge.

1.2 KCC’s Leadership and Management Development Strategy has been informed by research and analysis of our existing skills and what we will need in the future. The strategy is being delivered through a coordinated framework aligned to our strategic vision with continued feedback and evaluation.

### Leadership and Management Development Framework



## **2. Background**

2.1 The Kent Manager is a key element of the Leadership and Management Development framework. It provides a robust assessment framework that sets out clearly what KCC requires from its managers and what staff can expect from them. The Kent Manager is externally accredited and funded from the central workforce development budget.

2.2 Continued feedback including the recent Peer Review and Investors in People external review have highlighted the quality of KCC's leadership and management development programme and the value of the Kent Manager.

## **3. Engagement levels**

3.1 Regular reviews of the Kent Manager have been carried out since it was introduced to increase engagement levels and improve accessibility. A significant amount of work has gone into ensuring the Standard meets both the needs of the business and individual managers at every level of management.

3.2 550 managers have now completed the Kent Manager standard and are recognised nationally as achieving a level of managerial competency which has been internally and externally verified. This is an impressive statistic and testament to both the Authority's and manager's commitment to continued professional development.

## **4. The New Kent Manager**

4.1 The new Kent Manager was launched in April 2014 and many of the key elements have remained unchanged. The Standard continues to be based upon 7 modular areas and retains the same robust assessment requirements including both internal and external quality assurance. However, there are a number of key changes which have been designed with managers.

- Incorporating 360 degree assessment
- Supporting development aligned to strategic priorities
- Coaching and self-reflection to build competency and confidence
- System changes focusing on modules rather than criteria
- CPD element for managers who have completed the Kent Manager
- Evaluation linked to business benefits

4.2 The new Kent Manager system also enables much better monitoring and reporting. Each Corporate Director will receive monthly reports detailing completion rates by division. Within HR, the new reporting functionality will enable improved targeting of resources and better evaluation data so that strategically we can track the changing profile of our management population.

## **5. Conclusion**

5.1 Our continued investment in leadership and management development remains a priority which must continue to evolve as the organisation transforms. The Kent Manager is a pivotal part of our leadership and management development strategy and to aligning the strategy to our strategic vision and will ensure a continued improvement in organisational performance and effectiveness.

## **6. Recommendation**

6.1 Members of the Personnel Committee are asked to endorse the continued commitment to Kent Manager and note the recent changes and enhancements.

**Julie Cudmore**  
**Workforce Development Manager**  
**Ext 4702**