

Job Descriptions for the two new Director posts in ELS

Job Description: Director Quality and Standards

Directorate:	Education Learning and Skills
Unit/Section:	Education Standards
Location:	Maidstone
Grade:	KR17 (subject to evaluation)
Responsible to:	Corporate Director – Education Learning and Skills

Job outline:

The principle requirements of the role are to:

1. Promote high standards of education in all settings 0-19 years
2. Improve education and skills provision for 0-24 year olds around the needs of children and young people and the Kent economy.
3. Ensure that every child receives their educational entitlement, and that the needs of vulnerable learners are championed
4. Line manage the Heads of Service for Standards and School Improvement, Skills and Employability, and Advocacy and Entitlement
5. Support the Corporate Director, including deputising when required.

The Director Quality and Standards reports directly to the Corporate Director, Education, Learning and Skills, and works as part of the senior management team with the Director Planning and Access, the Director School Resources and other senior officers. The Director assists in co-ordinating and leading the cross remit work of the ELS Directorate.

The role of the Director Quality and Standards is to coordinate and lead on driving real improvements in the Early Years sector, schools and 14-19 sector. He or she must ensure good systems are in place for policy development, performance management, support and challenge for schools, EYs settings and 14-19 providers, analyzing and using data and promoting effective partnership working and user engagement.

The role is also to lead on the Council's 14-24 strategy to increase learning opportunities for learners, promote work based learning and increase employability.

The Director Quality and Standards leads on all evaluation and impact work in the Early Years sector, schools and the 14-19 sector.

The Director Quality and Standards ensures policy and performance is informed by best practice in equalities, safeguarding, and professional learning, and should be able to advise schools on all aspects of education policy.

The Director Quality and Standards also has responsibility for developing and monitoring progress on the relevant ELS Directorate key service plans, including elements in the corporate and strategic plans of KCC.

These responsibilities will be achieved by:

Providing strategic leadership of educational standards for delivery of services for the 0-24 age range.

Developing the Directorate's strategy for skills development for Kent young people aged 14-24

Working in partnership with schools, academies and early years settings to ensure maximum engagement of the education community on raising standards and negotiate with statutory agencies where necessary.

Consulting with FE colleges and other vocational providers and employers to ensure maximum opportunities for young people to develop high levels of qualifications, work related skills and gain employment.

Providing information and guidance to inform Member decisions on early learning and education standards, skills and employability.

Ensuring that the Council's SEN Strategy is subject to regular review and consultation, so that there is good provision to match SEND learners' needs and Members and stakeholders are engaged and support implementation.

Promoting inclusion and challenging schools where pupil exclusions are unreasonable

Promoting good attendance in schools and taking appropriate action where parents are in breach of the law on school attendance.

Liaising effectively, and working in a coordinated way, with managers in the Families and Social Care Directorate to ensure there are integrated services for all children and young people

Managing a range of budgets in accordance with Council standards and manage and develop a wide range of staff.

Promoting KCC's corporate objectives and values and actively pursuing the objectives of ELS Directorate action plans and priorities.

Building a positive reputation for Education, Learning and Skills, and KCC, in Kent, regionally and nationally through effective internal and external communications, stakeholder engagement, and as an effective advocate for the organisation.

Services and Functions

- Early Years
- Standards and School Improvement
- Governor services
- Skills and Employability for 14-24 year olds
- Adult and Community Learning

- SEN Strategy
- Advocacy and Entitlement (school attendance, inclusion and pupil referral units)

Corporate Responsibilities

All senior staff will operate as one leadership and management community, connecting across services and drawing together strategy and delivery as appropriate.

All senior staff in Kent County Council will fully engage with staff to understand the detail of service delivery models and challenge the practice that exists in order to eliminate unnecessary processes and activities to minimise the resources necessary to deliver services to the people of Kent.

All senior staff are corporate parents to the Council's looked after children and must take an active part in ensuring the needs of these children in our care are met.

Customers & Partners

Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's customer strategy.

Ensure that the needs of everyone in Kent are met by modelling behaviour that fosters equality of opportunity in service provision and employment.

Contribute to the development and delivery of the one Council brand, enhancing the overall reputation of Kent County Council.

Build and promote successful partnership working with private, voluntary and other public sector organisations and with service users to deliver more cost effective and valued services.

Commission effective and efficient services through a range of direct delivery, innovative partnerships and commercial arrangements which meet the three ambitions of the medium term plan "Bold Steps for Kent".

Leading Services

Ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they, and their relevant staff, keep abreast of the Council's changing legal obligations and mandates. Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.

Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately. Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Kent through effective representation locally, regionally and/or

nationally.

Leading People

Demonstrate the Council's managerial leadership values and behavioural competencies – providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace. Leading people in an inclusive way to deliver strategic and operational objectives.

Ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

Performance, Finance and Risk

Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement. Ensure that all services/functions are delivered within and to budget.

Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.

Improve the overall management of resources (financial, human and other) in serving the public of Kent. Discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and in-sourcing where appropriate); the better use of demand management; and improved asset management. Ensure managers within the directorate fully use the Council's systems, become self supporting through the use of technology and reduce duplication.

Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in accordance with the requirements of the Council's Emergency and Business Continuity Plans.

Promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.

Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Job Description: Director Planning and Access

Directorate:	Education Learning and Skills
Unit/Section:	Education Planning and Access
Location:	Maidstone
Grade:	KR17 (subject to evaluation)
Responsible to:	Corporate Director – Education Learning and Skills

Job outline:

The main requirements of the role are to:

1. Lead the commissioning process to plan and secure the provision of high quality school places across a diverse range of schools for children and young people at all ages, helping to improve parental choice.
2. Promote fair access in admissions to all educational settings and ensure Admissions policy and practice meet legal requirements
3. Develop the Directorate's strategy and policy making process for Special Educational Needs Assessment
4. Line manage the three Area Education Officers and the Heads of Service for Fair Access and Assessment
5. Support the Corporate Director, including deputising when required.

The Director Planning and Access reports directly to the Corporate Director, Education, Learning and Skills, and works as part of the senior management team with the Director Quality and Standards, the Director School Resources and other senior officers. The Director assists in co-ordinating and leading the cross remit work of the ELS Directorate.

The role of the Director Planning and Access is to coordinate and lead on driving effective school place planning and provision, making real improvements in choice and diversity, and increasing the capacity of local provision to cater for the needs of SEND pupils with more complex needs. He or she must ensure good systems are in place for strategy and policy development, performance management, effective coordination with capital programmes, analyzing and using appropriate trend data and promoting effective partnership working and user engagement with schools.

The role is also to lead on the Council's strategy for SEND assessment to ensure the needs of learners are met effectively within timescales and budget, and parents are fully engaged in decisions about provision for their children.

The Director Planning and Access leads on all evaluation and impact work in school organisation, places planning and provision, admissions and SEND assessment.

The Director Planning and Access ensures policy and performance is informed by best practice in school organization, admissions and assessment and should be able to advise schools on all aspects of policy.

The Director Planning and Access also has responsibility for developing and monitoring progress on the relevant ELS Directorate key service plans, including elements in the corporate and strategic plans of KCC.

This role will be responsible for developing highly effective partnership working with a range of providers and admissions authorities, so that admissions arrangements and the development of new school provision are well coordinated.

These responsibilities will be achieved by:

Promoting choice and diversity in provision for children and their parents, and meeting the aspirations of the community.

Shaping the education market in Kent to ensure a sufficiency of high quality places in all schools and settings.

Consulting regularly with schools, academies and early years settings to ensure maximum engagement of the education community on provision of places, and negotiate with statutory agencies where necessary.

Providing information and guidance to inform Member decisions on education organization and provision planning, including implications for capital spend.

Ensuring that parents receive sufficient information to help them through the admissions process and to give them fair access to places in maintained schools.

Developing open and transparent communication processes so that parents can fairly challenge any decision on access to school places, including the management of statutory appeals and SEN Tribunals.

Ensuring that delivery of the Council's SEN Strategy is subject to regular review and consultation by commissioning sufficient places in mainstream and special settings.

Ensuring SEND statutory assessment processes are well managed and completed within timescales and there is effective liaison and joint planning with health and social care where relevant

Ensuring the Educational Psychology service works with schools to maximize the capacity to meet the needs of SEND and other learners and to improve the ways their needs are assessed.

Liaising effectively, and working in a coordinated way, with managers in the Families and Social Care Directorate to ensure there are integrated services for all children and young people.

Managing the Authority's obligation to assist in any serious dispute resolution where school stability is threatened.

Managing the Local Authority response to major emergencies across the education service.

Managing a range of budgets in accordance with Council standards and manage and develop a wide range of staff.

Promoting KCC's corporate objectives and values, and actively pursuing the objectives of ELS Directorate action plans and priorities.

Building a positive reputation for Education, Learning and Skills and KCC, in Kent, regionally and nationally through effective internal and external communications, stakeholder engagement, and as an effective advocate for the organisation.

Services and functions

- School places planning and provision
- Strategy and procurement of places for children and young people with complex needs
- Fair access to school places and school admissions policy and practice
- School transport
- Educational assessment processes for pupils with special educational needs and disabilities
- The Educational Psychology Service
- The work of the Area Education Officers

Corporate Responsibilities

All senior staff will operate as one leadership and management community, connecting across services and drawing together strategy and delivery as appropriate.

All senior staff in Kent County Council will fully engage with staff to understand the detail of service delivery models and challenge the practice that exists in order to eliminate unnecessary processes and activities to minimise the resources necessary to deliver services to the people of Kent.

All senior staff are corporate parents to the Council's looked after children and must take an active part in ensuring the needs of these children in our care are met.

Customers & Partners

Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's customer strategy.

Ensure that the needs of everyone in Kent are met by modelling behaviour that fosters equality of opportunity in service provision and employment.

Contribute to the development and delivery of the one Council brand, enhancing the overall reputation of Kent County Council.

Build and promote successful partnership working with private, voluntary and other public sector organisations and with service users to deliver more cost effective and valued services.

Commission effective and efficient services through a range of direct delivery,

innovative partnerships and commercial arrangements which meet the three ambitions of the medium term plan “Bold Steps for Kent”.

Leading Services

Ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they, and their relevant staff, keep abreast of the Council’s changing legal obligations and mandates. Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.

Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately. Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Kent through effective representation locally, regionally and/or nationally.

Leading People

Demonstrate the Council’s managerial leadership values and behavioural competencies – providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace. Leading people in an inclusive way to deliver strategic and operational objectives.

Ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

Performance, Finance and Risk

Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement. Ensure that all services/functions are delivered within and to budget.

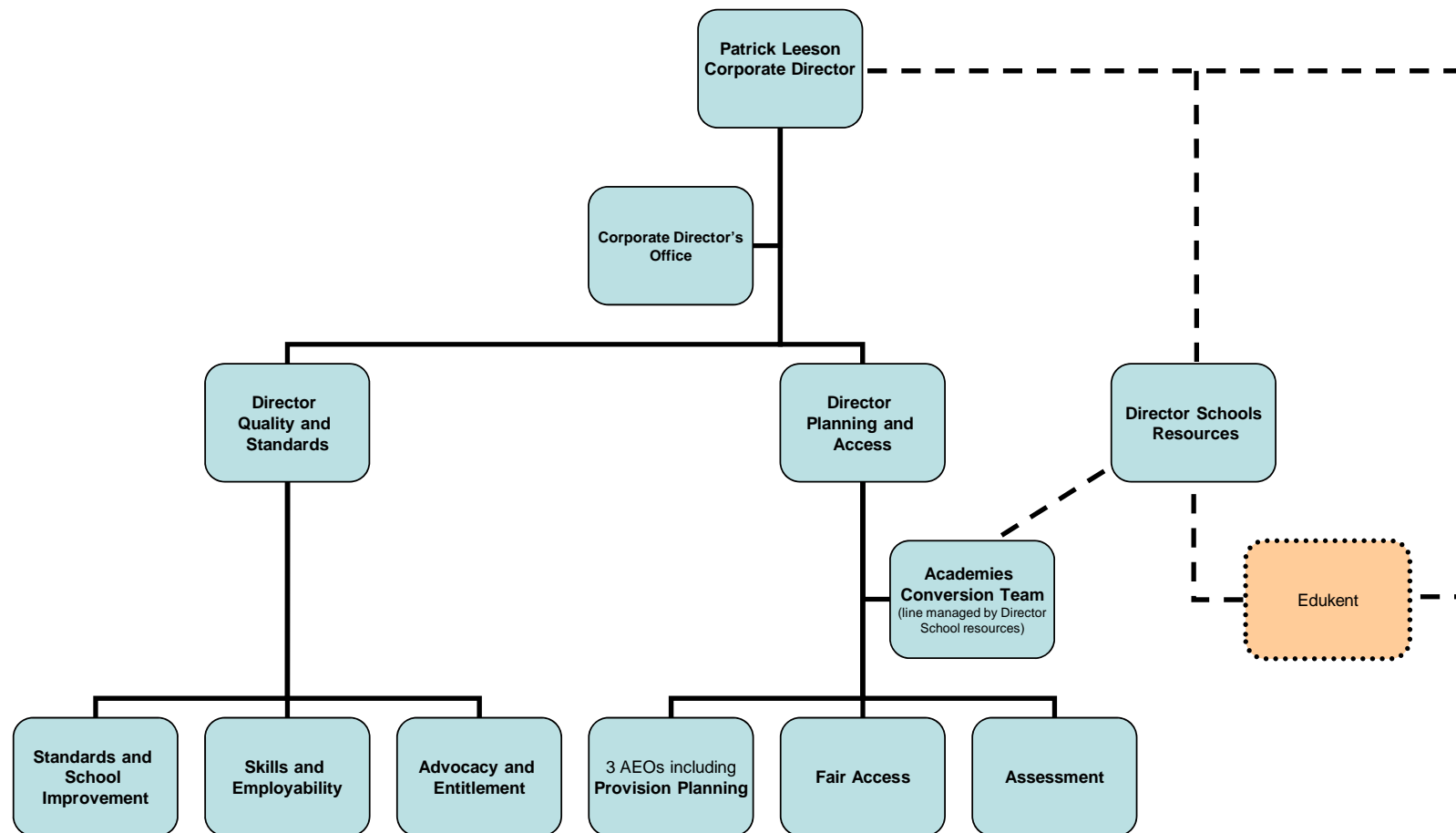
Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council’s priorities and meeting customer needs.

Improve the overall management of resources (financial, human and other) in serving the public of Kent. Discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and in-sourcing where appropriate); the better use of demand management; and improved asset management. Ensure managers within the directorate fully use the Council’s systems, become self supporting through the use of technology and reduce duplication.

Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in accordance with the requirements of the Council's Emergency and Business Continuity Plans.

Promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.

Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.



Delivery of services through a District model with links to Locality Boards and District Headteacher Groups

Revised Job Descriptions

Job Description:

Corporate Director – Business Strategy & Support and ~~Deputy Managing Director~~ Head of Paid Service

Date: December 2010 <u>December 2011</u>	
Directorate:	Business Strategy & Support
Division:	
Location:	Variable
Grade:	KR20
Responsible to:	<u>The County Council</u> Managing Director Member Chair of the Corporate Management Team

Job Outline

To be the County Council's Head of Paid Service and undertake the responsibilities of this role as defined in law and KCC's Constitution and to be the County Council's principal advisor directing the management process and officers of the Council to deliver the objectives of the Administration.

Lead and direct the strategic and operational delivery of a range of business support activities via business partners for each directorate ensuring they fully support the Council's medium term plan Bold Steps for Kent, Change to Keep Succeeding and all council strategic service strategies to enable effective service delivery by all directorates to the people of Kent.

Direct the corporate policy and business strategy function and develop Council wide policy, cross service strategy and joint working on key issues to enable the effective strategic management of the County Council.

Direct the business intelligence and performance function to enable innovative and responsive services to be delivered by all Directorates.

Direct the Council's strategic role in Regeneration and Economic Development. Work effectively with partners to establish and deliver actions to meet our strategic objectives.

Deliver an effective Information & Communication Technology Council wide infrastructure which supports the Council's service delivery.

Working with the Section 151 Officer, lead and develop strategies for the development and provision of robust and legally sound procurement processes and procedures.

Lead and direct the management of the organisation's capital and estate portfolio and the creation of a corporate landlord service.

Lead and develop strategies for effective Human Resources support across the Council to enable cost effective and appropriate use of skills and resources to support all council services.

Working with and through the Monitoring Officer develop strategies for effective democratic services and Corporate Governance, including the provision of effective legal support and advice to officers and Members within a sound governance and assurance framework.

Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery – that will cover options of outsourcing, co-sourcing or in-sourcing to ensure the most effective and efficient delivery method has been chosen.

~~Deputise for the Managing Director and act as Head of Paid Service in his/her absence.~~

Direct Reports:-

Corporate Director of Finance & Procurement
Director of Business Strategy
Director of Governance & Law
Director of Property & Infrastructure Support
Corporate Director of Human Resources
Director of Information and Communication Technology

Corporate Responsibilities:

As chair of CMT, develop a dynamic and collaborative relationship within the team and between Cabinet and Chief officers as the leadership team, taking key strategic decisions together.

Provide and facilitate advice to all elected members ensuring that significant issues of legislative, regulatory and County importance receive full and proper consideration within the democratic process.

All All senior staff will operate as one leadership and management community, connecting across services and drawing together strategy and delivery as appropriate.

All senior staff in Kent County Council will fully engage with staff to understand the detail of service delivery models and challenge the practice that exists in order to eliminate unnecessary processes and activities to minimise the resources necessary to deliver services to the people of Kent.

All senior staff are corporate parents to the Council's looked after children and must take an active part in ensuring the needs of these children in our care are met.

Customers & Partners

[As a member of CMT, work with the Cabinet to lead and develop relationships with key stakeholders in government, business and communities in Kent, creating partnership to influence views and decisions for Kent's benefit.](#)

Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's customer strategy.

Ensure that the needs of everyone in Kent are met by modelling behaviour that fosters equality of opportunity in service provision and employment.

Contribute to the development and delivery of the one Council brand, enhancing the overall reputation of Kent County Council.

Build and promote successful partnership working with private, voluntary and other public sector organisations and with service users to deliver more cost effective and valued services.

Commission effective and efficient services through a range of direct delivery, innovative partnerships and commercial arrangements which meet the three ambitions of the medium term plan "Bold Steps for Kent".

Leading Services

[Innovate and challenge established methods to secure continuous improvement to keep KCC at the cutting edge of local government. Implement change in the shortest possible timeframe.](#)

Ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they, and their relevant staff, keep abreast of the Council's changing legal obligations and mandates.

Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.

Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.

Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Kent through effective representation locally, regionally and/or nationally.

[Work as part of CMT to take early action if performance against corporate objectives is less than excellent.](#)

Leading People

Demonstrate the Council's managerial leadership values and behavioural competencies – providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace.

Leading people in an inclusive way to deliver strategic and operational objectives.

Ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

Performance, Finance and Risk

Develop and embed a performance culture [and standards for service delivery](#) that delivers results [for the people of Kent](#) through rigorous open challenge, personal accountability, disciplined execution and continual improvement.

Ensure that all services/functions are delivered within and to budget.

Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.

Improve the overall management of resources (financial, human and other) in serving the public of Kent. Discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and in-sourcing where appropriate); the better use of demand management; and improved asset management. Ensure managers within the directorate fully use the Council's systems, become self supporting through the use of technology and reduce duplication.

Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in

accordance with the requirements of the Council's Emergency and Business Continuity Plans.

Promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.

Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Job Description

Corporate Director – Customer & Communities

Date: December 2011

Directorate: Customer & Communities

Division:

Location: Variable

Grade: KR19

Responsible to: [Managing Director The County Council](#)
Member of the Corporate Management Team

Job Outline:

Lead and commission the provision of an efficient, focused, integrated “one front line” customer service approach across all council services, ensuring professional and timely responses and maximum value from the ‘one front line’ infrastructure in which the Council has invested.

Identify and lead on programmes of innovation and modernisation that put service users at the heart of services, redesign services, improve access to services and help maintain the independence of service users by giving them greater choice and control over the way in which their needs are met.

Identify, lead and commission strategies to improve public safety, through provision of services such as Trading Standards, Emergency Planning and Community Safety Teams.

Identify, lead and commission strategies, in partnership, designed to improve the co-ordination and delivery of community wide services leading to improved independence and growth for young people, adults and specific targeted areas.

[Ensure KCC takes a prominent role in community leadership working through complex partnerships with other public agencies and making things happen for Kent by giving coherence to the collective voice.](#)

Ensure the role of Director of Service Improvement works across the council creating the new “right source” environment in the commissioning and procurement of all council services.

Identify, lead and commission strategies to improve engagement, consultation and communication both within the organisation and to the wider community of Kent, [ensuring the Council's objectives are properly communicated to gain understanding of the contribution to the quality of life made by all concerned-](#)

Identify and lead on strategies to deliver an effective and high performing Youth and Youth Offending Service in Kent.

Ensure effective partnership and commissioning and delivery through KDAAT and Supporting People Services.

Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or insourcing to ensure the most effective and efficient delivery method has been chosen.

Direct Reports:-

- Director of Service Improvement
- Director of Customer Services
- Director of Communications and Engagement

Corporate Responsibilities:

[As a member of CMT, develop a dynamic and collaborative relationship within CMT and between Cabinet and Chief Officers as the leadership team, taking key strategic decisions together.](#)

[Provide and facilitate advice to all elected members ensuring that significant issues of legislative, regulatory and County importance receive full and proper consideration within the democratic process.](#)

All senior staff will operate as one leadership and management community, connecting across services and drawing together strategy and delivery as appropriate.

All senior staff in Kent County Council will fully engage with staff to understand the detail of service delivery models and challenge the practice that exists in order to eliminate unnecessary processes and activities to minimise the resources necessary to deliver services to the people of Kent.

All senior staff are corporate parents to the Council's looked after children and must take an active part in ensuring the needs of these children in our care are met.

Customers & Partners

[As a member of CMT, work with the Cabinet to lead and develop relationships with key stakeholders in government, business and communities in Kent, creating partnership to influence views and decisions for Kent's benefit.](#)

Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's customer strategy.

Ensure that the needs of everyone in Kent are met by modelling behaviour that fosters equality of opportunity in service provision and employment.

Contribute to the development and delivery of the one Council brand, enhancing the overall reputation of Kent County Council.

Build and promote successful partnership working with private, voluntary and other public sector organisations and with service users to deliver more cost effective and valued services.

Commission effective and efficient services through a range of direct delivery, innovative partnerships and commercial arrangements which meet the three ambitions of the medium term plan "Bold Steps for Kent".

Leading Services

[Innovate and challenge established methods to secure continuous improvement to keep KCC at the cutting edge of local government. Implement change in the shortest possible timeframe.](#)

Ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they, and their relevant staff, keep abreast of the Council's changing legal obligations and mandates. Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.

Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately. Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of

Kent through effective representation locally, regionally and/or nationally.

[Work as part of CMT to take early action if performance against corporate objectives is less than excellent](#)

Leading People

Demonstrate the Council's managerial leadership values and behavioural competencies – providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace. Leading

people in an inclusive way to deliver strategic and operational objectives.

Ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

Performance, Finance and Risk

Develop and embed a performance culture [and standards for service delivery](#) that delivers results [for the people of Kent](#) through rigorous open challenge, personal accountability, disciplined execution and continual improvement.

Ensure that all services/functions are delivered within and to budget.

Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.

Improve the overall management of resources (financial, human and other) in serving the public of Kent. Discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and in-sourcing where appropriate); the better use of demand management; and improved asset management. Ensure managers within the directorate fully use the Council's systems, become self supporting through the use of technology and reduce duplication.

Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in accordance with the requirements of the Council's Emergency and Business Continuity Plans.

Promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.

Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Job Description:

Corporate Director of Human Resources

Date: December 2011

Directorate: Business Strategy & Support

Division: Human Resources

Location: Variable

Grade: KR18

**Responsible to: Corporate Director – Business Strategy & Support
Member of the Corporate Management Team**

Job Outline

Direct and lead a professional, effective and efficient Human Resources service to the Council ensuring strategies are in place that balance the needs of individual directorate services with the need to deploy a flexible and cost effective service across the Council and partner organisations to support delivery of the Council's objectives and goals.

Act as Head of Profession for the whole Council to provide direction, leadership and guidance to staff in the Human Resources function and ensure the improvement and implementation of Human Resources standards across the Council and partner organisations.

[Provide the means for the proper recruitment, retention and performance appraisal of highly skilled staff able to contribute significantly and deliver good quality and cost effective services for the people of Kent.](#)

Enable the effective development of accurate, effective and timely personnel information and payroll systems towards a one Council system, streamlining processes and minimising bureaucracy. Ensure the development of manager self support fully maximising the capacity of Oracle HR and other corporate systems.

Lead the development and implementation of the Council's Organisation Development and Change programme and Human Resources strategy to support the delivery of 'Bold Steps for Kent' and 'Change to Keep Succeeding'.

Act as expert adviser on all personnel and development issues supporting Members and senior officers on complex/high level matters, taking leadership of

corporate consultation and negotiation to maintain an effective employment relations climate [and advising the Head of Paid Service to ensure the organisational culture and structure of the Authority meets changes in service requirements, statutory obligations and funding regimes.](#)

Develop and implement a business partner model to support all directorates and work in tandem with the other divisions supporting directorates in this way with Business Strategy and Support (ICT, Finance, Communications, HR and Property).

Lead and direct council wide learning and development activity to council officers and partner organisations to ensure wider sector workforce development.

Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or insourcing to ensure the most effective and efficient delivery method has been chosen.

Structure

HR Business Operations
HR Employment Strategy
Organisation Development (inc. Learning & Workforce Development)
Business Partners – Directorate HR
Business Support
Health & Safety

Corporate Responsibilities:

[As a member of CMT, develop a dynamic and collaborative relationship within CMT and between Cabinet and Chief Officers as the leadership team, taking key strategic decisions together.](#)

[Provide and facilitate advice to all elected members ensuring that significant issues of legislative, regulatory and County importance receive full and proper consideration within the democratic process.](#)

All senior staff will operate as one leadership and management community, connecting across services and drawing together strategy and delivery as appropriate.

All senior staff in Kent County Council will fully engage with staff to understand the detail of service delivery models and challenge the practice that exists in order to eliminate unnecessary processes and activities to minimise the resources necessary to deliver services to the people of Kent.

All senior staff are corporate parents to the Council's looked after children and must take an active part in ensuring the needs of these children in our care are met.

Customers & Partners

As a member of CMT, work with the Cabinet to lead and develop relationships with key stakeholders in government, business and communities in Kent, creating partnership to influence views and decisions for Kent's benefit.

Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's customer strategy.

Ensure that the needs of everyone in Kent are met by modelling behaviour that fosters equality of opportunity in service provision and employment.

Contribute to the development and delivery of the one Council brand, enhancing the overall reputation of Kent County Council.

Build and promote successful partnership working with private, voluntary and other public sector organisations and with service users to deliver more cost effective and valued services.

Commission effective and efficient services through a range of direct delivery, innovative partnerships and commercial arrangements which meet the three ambitions of the medium term plan "Bold Steps for Kent".

Leading Services

Innovate and challenge established methods to secure continuous improvement to keep KCC at the cutting edge of local government. Implement change in the shortest possible timeframe.

Ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they, and their relevant staff, keep abreast of the Council's changing legal obligations and mandates. Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.

Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately. Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Kent through effective representation locally, regionally and/or nationally.

Work as part of CMT to take early action if performance against corporate objectives is less than excellent

Leading People

Demonstrate the Council's managerial leadership values and behavioural competencies – providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace. Leading people in an inclusive way to deliver strategic and operational objectives.

Ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

Performance, Finance and Risk

Develop and embed a performance culture and standards for service delivery that delivers results for the people of Kent through rigorous open challenge, personal accountability, disciplined execution and continual improvement.

Ensure that all services/functions are delivered within and to budget.

Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.

Improve the overall management of resources (financial, human and other) in serving the public of Kent. Discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and in-sourcing where appropriate); the better use of demand management; and improved asset management. Ensure managers within the directorate fully use the Council's systems, become self supporting through the use of technology and reduce duplication.

Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in accordance with the requirements of the Council's Emergency and Business Continuity Plans.

Promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.

Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Job Description:

Director of Governance & Law (Monitoring Officer)

Date: December 2011

Directorate: Business Strategy & Support

Division: Governance & Law

Location: Variable

Grade: KR17

Responsible to: Corporate Director – Business Strategy & Support
[Direct Access to the Managing Director if required](#)

Job Outline

Discharge the statutory duties of the Monitoring Officer for Kent County Council so as to ensure the Council fulfils its lawful obligations, statutory duties and performs its functions and activities in accordance with the law.

Ensure high quality legal and procedural advice is provided at all stages of the Council's decision making and ensure that a strong corporate governance culture is achieved with decision making by members meeting the highest standards of ethical and corporate governance.

Ensure the creation of a robust and proactive officer governance culture with sound practice and systems for supporting member decision making. [Develop the corporate framework to ensure the maintenance of probity, good governance and the enforcement and review of policies within the democratic process.](#)

Lead the Council's strategic response to ensuring that it meets current and future requirements to publish data on its activities and be proactive in developing systems to achieve the optimisation of transparency in relation to the Council's activities and that the information provided is robust, accurate and resilient.

Act as the Council's Senior Information Risk Owner to ensure security of data. Lead and direct strategies to ensure that the Council meets its responsibilities under data protection legislation.

Ensure appropriate and cost effective support to Council Members and the democratic process.

Ensure that support services to elected Members are delivered to the highest quality and professional standards.

Lead and direct the implementation of Council elections in close partnership with District and Borough Councils.

Act as Head of Profession for the provision of legal services to the Council to provide direction, leadership and guidance to staff in the Legal Services function and ensure the improvement and implementation of standards across the Council and partner organisations.

Ensure that the Council is provided with the best legal advice, that legal services are effectively managed and that legal advice is appropriate to ensure propriety of decision making.

Develop and deliver strategies for the delivery of legal services so as to increase efficiencies and increase external income, as well as to strengthen the resilience of the legal advice provided to and the governance of the Council.

Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or insourcing to ensure the most effective and efficient delivery method has been chosen.

At all times the post holder has direct access to the Managing Director, Cabinet and Members in order to fulfil the statutory duties of this post.

Structure

Information Resilience and Transparency
Corporate Data Protection
Democratic Services
Legal Services
Elections
Member Services

Corporate Responsibilities:

All senior staff will operate as one leadership and management community, connecting across services and drawing together strategy and delivery as appropriate.

All senior staff in Kent County Council will fully engage with staff to understand the detail of service delivery models and challenge the practice that exists in order to eliminate unnecessary processes and activities to minimise the resources necessary to deliver services to the people of Kent.

All senior staff are corporate parents to the Council's looked after children and must take an active part in ensuring the needs of these children in our care are met.

Customers & Partners

Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's customer strategy.

Ensure that the needs of everyone in Kent are met by modelling behaviour that fosters equality of opportunity in service provision and employment.

Contribute to the development and delivery of the one Council brand, enhancing the overall reputation of Kent County Council.

Build and promote successful partnership working with private, voluntary and other public sector organisations and with service users to deliver more cost effective and valued services.

Commission effective and efficient services through a range of direct delivery, innovative partnerships and commercial arrangements which meet the three ambitions of the medium term plan "Bold Steps for Kent".

Leading Services

Ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they, and their relevant staff, keep abreast of the Council's changing legal obligations and mandates. Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.

Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately. Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Kent through effective representation locally, regionally and/or nationally.

Leading People

Demonstrate the Council's managerial leadership values and behavioural competencies – providing positive leadership, acting with openness, honesty and integrity, and instilling a clear sense of direction, priority and pace. Leading people in an inclusive way to deliver strategic and operational objectives.

Ensure that effective arrangements are in place to secure the overall well-being and the health & safety of all employees and people delivering services for the Council.

Performance, Finance and Risk

Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.

Ensure that all services/functions are delivered within and to budget.

Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.

Improve the overall management of resources (financial, human and other) in serving the public of Kent. Discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and in-sourcing where appropriate); the better use of demand management; and improved asset management. Ensure managers within the directorate fully use the Council's systems, become self supporting through the use of technology and reduce duplication.

Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in accordance with the requirements of the Council's Emergency and Business Continuity Plans.

Promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.

Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

CONSTITUTIONAL CHANGES**Article 11. Paragraph 11.1(2),(4) and (5). Page 10.**Delete:

(2) **Structure.** The overall management structure is determined by the Council on the advice of the Managing Director and the Leader. The Managing Director reports to the Cabinet and the Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers. A description of the overall directorate structure of the Council showing the management structure and deployment of officers is set out at Appendix 8.

Insert:

(2) **Structure.** The overall management structure is determined by the Council on the advice of the Head of Paid Service and the Leader. The Head of Paid Service reports to the Cabinet and the Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers. A description of the overall directorate structure of the Council showing the management structure and deployment of officers is set out at Appendix 8.

Delete:

(4) **Appointment of Officers.** The Head of Paid Service is appointed by the full Council on the recommendation of the Personnel Committee. Other Senior Managers (Chief and Deputy Chief Officers in terms of the Local Government Act 1972) are appointed by the Personnel Committee acting on its behalf. Appointment of all other officers is delegated by the Council to the Managing Director and Senior Managers. The recruitment, selection and dismissal of officers will comply with the Personnel Management Rules set out in Appendix 2.

Insert:

(4) **Appointment of Officers.** The Head of Paid Service is appointed by the full Council on the recommendation of the Personnel Committee. Other Senior Managers (Chief and Deputy Chief Officers in terms of the Local Government Act 1972) are appointed by the Personnel Committee acting on its behalf. Appointment of all other officers is delegated by the Council to Senior Managers. The recruitment, selection and dismissal of officers will comply with the Personnel Management Rules set out in Appendix 2.

Delete:

(5) **Head of Paid Service, Monitoring Officer, Chief Finance Officer, Director of Adult Social Services and Director of Children's Services.** The Council will designate officers to act as each of the following:

- (a) Head of Paid Service (Managing Director)

Insert:

(5) Head of Paid Service, Monitoring Officer, Chief Finance Officer, Director of Adult Social Services and Director of Children's Services. The Council will designate officers to act as each of the following:

- (a) Head of Paid Service

Delete:

Duty to provide sufficient resources to the Monitoring Officer and Chief Finance Officer

The Council will provide the Monitoring and Chief Finance Officers with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

Insert:

Provision of sufficient resources to the Head of Paid Service, Monitoring Officer and Chief Finance Officer

The Council will provide the Head of Paid Service, Monitoring and Chief Finance Officers with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

Article 14. Paragraph 14.2. Page 15.

Delete:

Changes to the Articles of the Constitution must be approved by the full Council after consideration of the proposal by the Selection & Member Services Committee and appropriate public consultation. Changes to factual references or changes required by a change in the law will be made by the Monitoring Officer. Changes to the Appendices of the Constitution will be published by the Monitoring Officer to reflect decisions duly taken by the Council, Leader, Cabinet, a Committee or the Managing Director.

Insert:

Changes to the Articles of the Constitution must be approved by the full Council after consideration of the proposal by the Selection & Member Services Committee and appropriate public consultation. Changes to factual references or changes required by a change in the law will be made by the Monitoring Officer. Changes to the Appendices of the Constitution will be published by the Monitoring Officer to reflect decisions duly taken by the Council, Leader, Cabinet, a Committee or Senior Officer.