



Director – Environment and Waste
Director - Growth and Communities

Kent County Council

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Director - Environment and Waste

Director - Growth and Communities

Dear Applicant

Director Environment and Waste
Director Growth and Communities

I am delighted to be able to write in response to your interest in this critical and senior post at Kent County Council.

These two new roles are pivotal to the delivery of our strategic objectives, providing better outcomes for Kent residents, communities and businesses, through the provision of over 300 public services.

We are looking for individuals with a proven track record in commissioning and delivering high quality services who can evidence strong change management capability and inspirational leadership. The scale of the job is vast, as are the challenges and the rewards it offers.

Our current Interim Strategic Plan sets out what we want to achieve as an organisation and is centred around five key challenges. As Directors of the organisation, you will be integral in leading and driving the successful delivery of the Plan which include challenges around the economic impacts across Kent, building strengthened relationships with partners for efficiency and demand management improvements, tackling the climate emergency whilst protecting natural environment and investing in communities to be proud of.

Working with the Corporate Director, the three Directors in Growth, Environment and Transport will lead the Directorate. Our vision within the Directorate is to create the conditions where the potential of our people and our places can be fulfilled. We help our residents to live well and enjoy life, we support businesses to grow and attract investment into the county. We help our staff develop, grow and achieve their ambitions and we innovate and use new technology to improve how we deliver services to meet future community needs and aspirations. We are place shapers, planning and securing appropriate and sustainable infrastructure that contributes to our environmental ambitions and promotes wellbeing.

We are keen to work with exceptional individuals who have the energy, ideas and ambition to make a sustained difference to the people of Kent; people who share our commitment to improving the quality of life of our residents and are able to maximise their impact through working in partnership across the Council and with other organisations. Our services will be designed as part of a whole system approach along the continuum of need.

This is a great time to join Kent, we are changing for the better and as the biggest County Council

in the country there is the opportunity to make a big difference. It's a great county to live in, too, with excellent schools, vibrant cities, golden beaches and stunning countryside.

I do hope that having read the information we have provided, you will be motivated to apply to take on one of these roles with its profile and magnitude. I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D. Cockburn', with a stylized flourish at the end.

David Cockburn
Head of Paid Service

Introduction to Kent County Council

Visit our website at 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, Occupational Therapists, Celebratory Officers and Customer Service Assistants in Libraries.

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 its new, [draft 5 year plan](#).. An interim strategic Plan "Setting the Course" was agreed by the County Council in December. <https://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/interim-strategic-plan>



To see further information relating to Growth, Environment and Transport in Kent, please see the below links:

<https://www.kent.gov.uk/leisure-and-community>

<https://www.kent.gov.uk/roads-and-travel>

<https://www.kent.gov.uk/waste-planning-and-land>

<https://www.kent.gov.uk/business>

<https://www.kent.gov.uk/births-ceremonies-and-deaths>

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 and development and provides a critical client and contracting role with our trading companies including 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 – ICT and Property, Policy and Strategic Commissioning including Procurement & Business Intelligence and Public Health

Job Description

Director – Environment and Waste

Directorate:	Growth, Environment and Transport
Grade:	KR17
Responsible to:	Corporate Director Growth, Environment and Transport

Job outline:

- To lead, direct and shape the delivery of the Council's environmental and waste priorities ensuring they reflect the Council's wider priorities.
- To ensure the Council's environmental priorities are embedded and understood across KCC and with local and national partners.
- Lead and direct the delivery of environmental; waste; PROW and country parks; and natural, historic and coastal environmental services ensuring that services reflect changing customer needs whilst also being efficient, cost effective and continuously improving.

Job accountabilities:

- Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work collaboratively together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.
- Actively brief, advise and challenge where appropriate the Leader, cabinet members, cabinet committees and other committees as necessary as well as briefing opposition and all other members.
- Accountable for ensuring all decisions are delivered within the agreed governance and financial frameworks.
- Lead the development and achievement of a range of environment and waste related strategies including the Kent Environment Strategy, the Energy and Low Emissions Strategy, the Climate Change Adaptation Plan, the Kent Waste Disposal Strategy, the Kent

Minerals and Waste Local Plan, the Heritage Strategy and the Local Flood Risk Management Strategy. The strategy development should include active collaboration across KCC as well as with partner bodies, and should also include the County Council's contribution to other partnership led strategies including the Kent Joint Municipal Waste Strategy and the Biodiversity Strategy. The strategies should reflect KCC's wider strategic priorities.

- Evidence and articulate Kent's priorities to central government, Environment Agency, Natural England, utility providers, districts, developers and other bodies ensuring that the Council's priorities are accepted, understood and included in other agencies' plans, and that funding opportunities are exploited and secured as far as is possible.
- Be accountable for the delivery of specific service areas as outlined below, providing leadership to the service, ensuring staff are trained motivated and supported and that services are responsive to customers changing requirements, effective and represent good value for money. The services include:
 - sustainable business and communities, including the Council's commitment to Net Zero across its own estate as well as in partnership with others for the county
 - waste services including waste infrastructure planning and development, waste services and waste compliance
 - the preparation, examination and execution of the County Council's Minerals and Waste Local Plan
 - strategic flood risk management
 - Conservation, management and promotion of all aspects of the natural, historic and coastal environment in Kent
 - the delivery of country parks, Public Rights of Way, and Explore Kent
 - Host Countryside Partnerships, the Kent Downs AONB, and partner of the High Weald AONB
- Accountable for robustly managing revenue and capital budgets as well as contributing to the ongoing development of a 3 year rolling Medium Term Financial Plan and 10 year capital strategy.
- Providing strategic leadership and continuously and actively reviewing all services provided by this Division to identify how best to commission for the future delivery including driving innovation, identifying priority outcomes and ensuring the most effective and efficient delivery methods are employed.

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- Expected to participate in the Emergency Planning and Resilience Rota as a Duty and/or Recovery Lead Director, to oversee the council's statutory duty and responsibility as a first responder to emergencies within Kent.
 - Directors will be expected to lead on a number of cross cutting responsibilities for the directorate which could include procurement & commissioning, portfolio management, equality & diversity, and health & safety.

Job Description

Director – Growth and Communities

Directorate:	Growth, Environment and Transport
Grade:	KR17
Responsible to:	Corporate Director Growth, Environment and Transport

Job outline:

- To lead, direct and shape the delivery of the Council's growth and community related priorities ensuring they reflect the Council's wider priorities.
- To ensure the Council's growth and community related priorities are embedded and understood across KCC and with local and national partners.
- To lead and direct the delivery of economic development, library, registration and archive and public protection services ensuring that services reflect changing customer needs whilst also being efficient, cost effective and continuously improving.

Job accountabilities:

- Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work collaboratively together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.
- Actively brief, advise and challenge, where appropriate, the Leader, cabinet members, cabinet committees and other committees as necessary as well as briefing opposition and all other members.
- Accountable for ensuring all decisions are delivered within the agreed governance and financial frameworks.
- Lead the development and achievement of a range of growth and community related strategies including the Renewal and Resilience strategy, Growth and Infrastructure Framework, the Housing Strategy, Library Ambition, cultural strategy, digital strategy and the Community Safety Agreement ensuring full and active engagement with members, communities, businesses and partners as appropriate. The strategies should also reflect KCC's wider strategic priorities.

- Represent the County within the business community and other external agencies, linking with the Local Enterprise Partnership, Business Advisory Board, District Councils, Chambers of Commerce and other business support agencies and Higher and Further Education in order to realise employment and investment opportunities and maximise growth opportunities.
- Evidence and articulate Kent's priorities to central government, Homes England, Arts Council England, Sport England, and bodies such as the districts, developers and other bodies ensuring that Kent's priorities are accepted, understood and included in forward plans, and that funding opportunities are exploited and secured as far as is possible.
- Be accountable for the delivery of specific service areas as outlined below, providing leadership to the service, ensuring staff are trained motivated and supported and that services are responsive to customers changing requirements, effective and represent good value for money.

The services include:

- (i) economic development and sector support including culture and arts
- (ii) business growth investment including ensuring S106 and CiL contributions for community infrastructure
- (iii) strategic planning including input into Local Plans and planning applications for large sites in Kent.
- (iv) the delivery, planning and execution of the County Councils Development Control role
- (v) Lead community services including:
 - i. Libraries, Registration and Archives
 - ii. Public protection services including Trading Standards, Coroners, Community safety including community wardens, Kent Scientific Services, emergency planning and business development
 - iii. Gypsy and Traveller service
 - iv. Sport and Physical Activity

- Accountable for robustly managing revenue and capital budgets as well as contributing to the ongoing development of a 3 year rolling Medium Term Financial Plan and 10 year capital strategy.
- Providing strategic leadership and continuously and actively reviewing all services provided by this Division to identify how best to commission for the future delivery including driving innovation, identifying priority outcomes and ensuring the most effective and efficient delivery methods are employed.
- Expected to participate in the Emergency Planning and Resilience Rota as a Duty and/or Recovery Lead Director, to oversee the council's statutory duty and responsibility as a first



responder to emergencies within Kent.

- Directors will be expected to lead on a number of cross cutting responsibilities for the directorate which could include procurement & commissioning, portfolio management, equality & diversity, and health & safety.

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 Management or Professional qualification.

Evidence of continuing professional development.

Educated to degree level or equivalent.

Experience:

Successful track record of making a significant contribution at a senior strategic level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key strategic and frontline services with proven experience of using professional expertise and judgement to develop and deliver strategic objectives and expected outcomes

Proven experience and understanding of the role and function of Local Government, working directly with elected members in a member led authority to ensure the effective delivery of solutions that meet the Council's strategic aims.

Extensive experience of working, influencing and engaging at a local and national political level.

Skills and Abilities:

Able to work collaboratively and inclusively as a member of the Council's senior team, taking shared responsibility for the work and success of the directorate and the Council.

Able to develop, understand and articulate strategic 'big picture' issues, identify and maximise linkages across both KCC and partner organisations and set clear direction and goals in order to deliver effective long-term strategies designed to deliver the Council's aims.

Able to establish strong positive relationships across the organisation at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.

Able to establish strong positive relationships with partners at a strategic professional and political level both locally and nationally in order to ensure the Council's priorities are understood and accepted.

Able to demonstrate effective motivational strategic leadership and vision to staff at all levels including a positive attitude to change and to inclusion and diversity in order to maintain and develop services in a constantly changing environment.

Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the



whole organisation delivers the right services in the right way.

Ability to manage and control large complex budgets and demonstrate value for money for customers with a strong focus on maximising a return on investment

Knowledge:

In-depth knowledge and understanding of the national policy context, strategic challenges and operational realities of services provided by this post

Good understanding of the Authority's strategic Reset agenda and how innovation can be used to improve services and outcomes for residents & businesses.

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 aspires 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

How to Respond

To apply please visit: [Director, Growth & Communities](#) and/or [Director, Environment & Waste](#)

For further information, please call our Executive Search partner, Faerfield Limited.

Contact Details

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Closing Date

This post will close at midnight on 29 January 2021.

Selection Process

A Preliminary/Technical interview will take place for shortlisted candidates on either 15th or 16th of February 2021 with Kent County Council.

As part of the interview process for this role you will be required to complete an occupational personality questionnaire and telephone feedback session which will take place week commencing 15th February 2021.

After the Kent County Council preliminary interviews, you will be invited to attend a Stakeholder, Service User Panel(s) and a Member Panel week commencing 1st March 2021 if you are successful at the Kent County Council preliminary interview stage.

In light of Covid-19 it is likely that all assessments will be held remotely rather than face-to-face.

We will keep you up to date with any changes.