

Job Description Questionnaire (JDQ)

Job Title: Mid Kent Services (MKS) Director

12 month secondment

Job Holder:

**Reports to:
(Name & Title)**

Chief Executive TBC dependant on successful candidate

Job Purpose:

The Mid Kent Improvement Partnership authorities (Maidstone, Swale and Tunbridge Wells borough councils) have agreed to appoint a Director for a trial period to oversee a range of services that they have agreed to bring together under a 'Mid Kent Services' umbrella. It is envisaged that the range of services under the management of the Mid Kent Services Director for the trial period will be [Mid Kent Revenues and Benefits (including the Fraud Investigation Team), Mid Kent Audit, Mid Kent Legal, Mid Kent HR and Mid Kent ICT and Mid Kent GIS]. Other MKIP shared services will continue to be managed directly via each authority's normal reporting structures for the time being but will be kept under review. It is expected that the MKS Director will contribute to work to assess the viability of new services (which can be put forward as suggestions by either MKIP authorities or the MKS Director) and, at a given point in the project timeline, will assume responsibility for delivering them. The success of the trial will be assessed towards the end of the year by a project team on behalf of the MKIP Board against set criteria to judge whether the objectives have been met.

The MKS Director charged by the MKIP Management Board to improve the efficiency of some of the existing services, improve their governance and operational effectiveness, and to create a culture and vision for those services. The Director will act as a single point of contact for provision of the services that fall within Mid Kent Services and will be held accountable for service provision to the Shared Service Boards. The MKS Director will also directly line-manage the shared service managers within his/her range of services.

Depending on the outcome of the interviews for the Mid Kent Services Director post there may be some changes to reporting lines and clienting arrangements at each authority which will need to be considered further.

Dimensions:

Areas of responsibility include: TBC

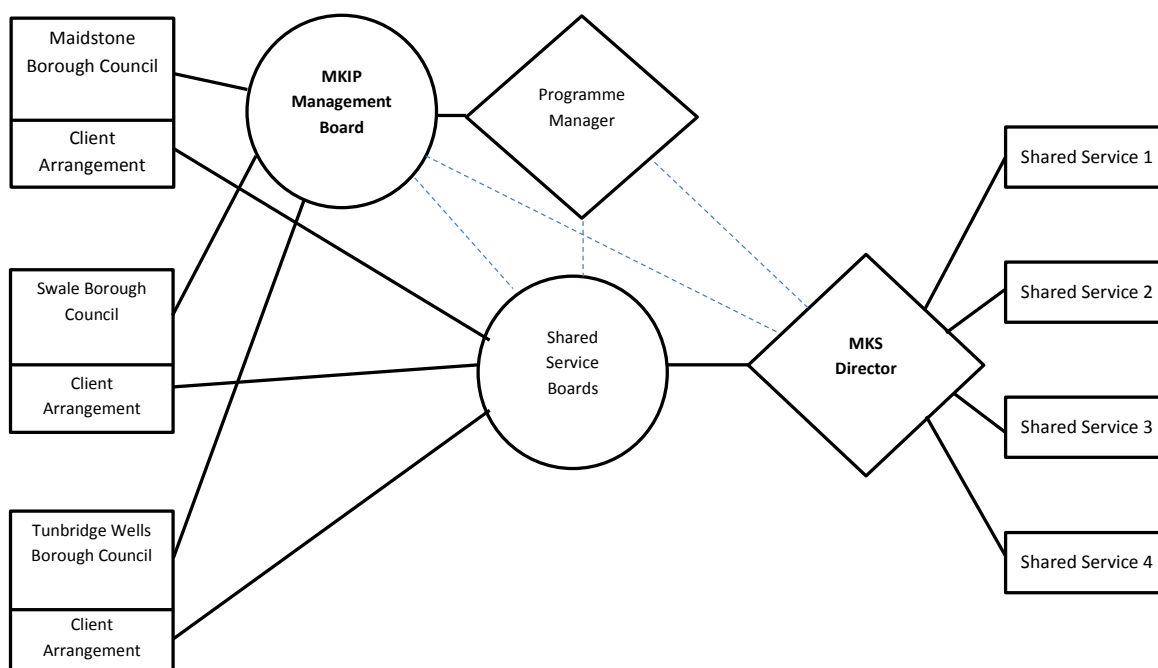
Financial

Staffing

Organisation and team structure:

The precise team structure will be confirmed once the successful candidate is identified and the reporting relationships for the other current services are confirmed.

The diagram illustrates the context within which the Director will operate.



Principal Accountabilities / Responsibilities:

To exercise specific responsibility for the strategic leadership, direction, management and development of the service areas within Mid Kent Services to ensure services perform well and meet the corporate priorities of the MKIP councils.

To understand the political and organisational priorities of the three MKIP councils and to ensure that MKIP work programmes, values and priorities align to them and support them.

To develop a common identity for the Mid Kent Services whilst recognising the

sovereignty of the three MKIP councils.

To work with the MKIP Programme Manager to increase the efficiency of shared services through:

- consolidating budgets for MKS services;
- streamlining performance indicators and objectives for MKS services;
- co-ordinating reporting requirements to Shared Service Boards and the MKIP Management Board; and
- creating and delivering a communications and engagement strategy.

To work with the MKIP project team to assess the success or otherwise of the pilot.

To make suggestions for additional possible services to be delivered in partnership or for the expansion of existing partnerships (either within MKIP or to other partners) to the Board and to receive suggestions from the Board.

To work with the MKIP Programme Manager where new services have been agreed to join MKS ensuring a smooth transfer between the project inception, business case and implementation phases.

To manage the interface between members and senior officers, maintaining the essential member/officer relationships and establishing appropriate member/officer processes in all three MKIP councils.

To ensure that the councils' statutory obligations are met with regards to issues such as equal opportunities, Freedom of Information, Data Protection, Risk Management and Health and Safety with regard to both employment and service delivery.

To ensure that MKS services and MKS managers interact with and support key strategic issues and initiatives within MKIP councils including Individual Electoral Registration, welfare reform and pay negotiations

To represent and negotiate on behalf of MKIP on external bodies and networks, as determined by the MKIP Board.

Depending on the successful candidate there may be the need to manage function(s) in addition to the shared service responsibility – this would be subject to agreement with all MKIP councils.

Job Knowledge, Skills & Experience

Knowledge and Education

- § Graduate level qualification
- § Management qualification is desirable

Skills/Experience

- § A successful track record of leading, directing and managing a large and diverse organisation, and performance managing a range of professional and operational services.
- § The ability to develop a clear vision and strategy.
- § An ability to engage staff and partners to achieve a unified set of values and culture

for MKS.

- § A successful track record in leading change programmes within a multi-disciplinary environment, introducing innovation and best practice.
- § A successful track record of working within a partnership environment to deliver real outcomes and service improvements.
- § A successful track record of developing strategies, plans and programmes, and ensuring they deliver on the agreed targets.
- § A successful track record of leading and managing staff groups, both directly and in project teams, inspiring, motivating, and managing performance.
- § Demonstrable ability to forge effective relationships with Members on a range of issues, and a commitment to improving the effectiveness of local democracy.

Personal Competencies

- § A passion for excellence, customers, innovation, and improvement.
- § An effective communication style that is transparent and inclusive of all stakeholders.
- § The ability to work collaboratively and in partnership to find solutions to problems and to drive forward service improvements through negotiation and joint agreement.
- § A high level of intellect and able to solve problems creatively, strategically and to innovate.
- § Able to act with integrity and act as a role model.
- § Able to respect the views of others and take on board their ideas as their own, working well within team and promote corporate working.
- § Able to manage and simplify complex projects and programmes of work.
- § Able to manage and simplify complex budgets, drive cost efficiencies, monitor expenditure and collect relevant income.
- § Acute political sensitivity and ability to develop effective interfaces between members and officers.
- § High standards of communication skills both oral and written, with the ability to write reports on complex and contentious issues.
- § Able to manage ambiguity in a positive manner.
- § A flexible and adaptable approach to dealing with a changing landscape and working environment.

Job Context:

Although the post holder will remain employed by one of the MKIP councils, their primary role is to focus on the provision of services to all three MKIP councils and as such they will not be expected to take on the usual 'corporate' responsibilities of just one or all the councils. However, given the seniority of the post, there is an expectation that they will seek to understand and support the strategic aims and priorities of the MKIP authorities and the wider context in which they operate. It may be that they will be required to attend corporate management team meetings from time to time when requested to do so or to liaise with external partners.

The postholder may also be required to attend meetings of MKIP partner councils including Full Council, Cabinet, portfolio holder meetings or scrutiny committee meetings.

Responding to government initiatives, advising how they impact upon the Council.

Job Challenges:

Operating in a context where there is increasing pressure and incentives to develop and improve partnership and multi-agency working but significant policy, funding and structural barriers to achieve it.

Managing the diverse nature of Mid Kent Services' business, operating environments, customers and stakeholders.

Influencing the MKIP Board to develop additional Mid Kent Services.

Providing evidence of the most efficient and effective management model for MKS.

Overcoming resistance to change from officers and members and changing ingrained cultures and practices.

Managing distinct (and potentially competing) priorities and outlooks between the three MKIP councils.

Key Relationships:

Within the MKIP Councils

MKIP Board (Leaders and Chief Executives)

Cabinet/Cabinet Members

Members

Senior Management Team

Direct reports

Staff

MKIP Programme Manager

Externally

External audit

Other local authorities

Parishes

Central Government Departments

Regional/Sub Regional Bodies

Media

Suppliers

Partner Agencies

Decision Making Authority

Direct Decision Making:

Delegated authority for:

Recommended Actions:

Additional Information

The Mid Kent Services (MKS) Director will be directly responsible for a number of designated MKIP shared services. They are encouraged to use those resources as they see fit (within the HR policies and procedures that apply) to deliver the service levels to a level of quality agreed at the start of the year for each service, to resource their own support needs, and to develop the Mid Kent Services' offer.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____ **DATE:** _____

LINE MANAGER: _____ **DATE:** _____