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Date: 15 September 2011

Dear Member

GOVERNANCE AND AUDIT COMMITTEE - WEDNESDAY, 14 SEPTEMBER 2011

I am now able to enclose the following report which was considered by the Governance and Audit Committee on Wednesday, 14 September 2011 but was unavailable when the agenda was printed.

Agenda No	Item
10	<u>Progress update on "Change to Keep Succeeding" (1 - 20)</u>

Yours sincerely

Peter Sass
Head of Democratic Services

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Agenda item 10

By: Corporate Director of Human Resources
To: Governance and Audit Committee – 14 September 2011
Subject: Update on Change to Keep Succeeding
Classification: Unrestricted – for information

Summary: This update on the Change to Keep Succeeding programme of organisational change has been requested by the Governance and Audit Committee. The paper covers progress on populating the senior level of the new operating framework, the changes to staffing across the Authority since April 2011 and the development of values and behaviours and other culture change initiatives. The Governance and Audit Committee is invited to note progress on the changes covered in the report.

1. Introduction

Change to Keep Succeeding was agreed by the County Council in December 2010. Since then a range of different programmes of work has resulted in significant progress towards the One Council approach that embodied the changes the Council wanted put in place.

2. Achievements to date

The reorganisation was achieved as planned and scheduled on 1st April 2011 with:

- No impact on external service delivery
- No disruption to internal services and systems
- No legal objections
- Positive response from external partners
- The 1 Council branding has been developed and significant progress towards embedding it in all we do has been made, particularly in relation to reinforcing the 3 Ambitions identified in Bold Steps 4 Kent.

The structure and design of new senior roles have created new capacity and expanded roles for all directors. Engagement with staff at all levels has been enhanced through the establishment of the Pioneer and Challenger groups of senior managers, the use of SharePoint systems to improve the flow of information and the introduction of Talk to the Top visits and the on line question and answer pages. In addition staff have been fully and actively engaged in the development of the values and behaviours and new statements of required practice (SORPS).

A clear and robust model for delivery and performance assurance has been put in place through the PAT (Performance assurance team) and the DAT (Delivery Assurance Team). “Non Executive directors” (NEDs) have been appointed from the wider staff group to be part of both PAT and DAT to ensure that the experience and knowledge of our front line staff are brought into the assurance mechanisms.

The strands necessary to complete this ambitious programme are summarised at Appendix 1.

3. The Operating framework

Appendix 2 shows the current officer post holders at the most senior level in the organisation.

In addition, **Andrew Ireland** has been appointed to the Corporate Director Families and Social Care. Andrew joins us on 1st November from the London Borough of Havering where he was Group Director of Social Care and Learning. Some of you may remember Andrew as, before moving to Havering, he spent nearly 20 years at Kent County Council working in both adult and children’s social services. Malcolm Newsam is continuing as interim director to ensure a smooth transition between them.

Patrick Leeson has been appointed as Corporate Director of Education, Learning & Skills and will take up post on 17 October . Patrick joins us from Ofsted where he is currently Director - Education and Care. Prior to that, he was Strategic Director of Learning and Children's Services at the Royal Borough of Kingston upon Thames.

Posts under advert/search

Director of Communication & Engagement Member Panel interviews are on 28 September and Director of Specialist Children’s Services Member Panel interviews on 11 October.

Remaining posts

Adverts for the Corporate Director Finance and Procurement and the Director of Provision, Fair Access and Entitlement in Education, learning and Skills are imminent.

Staffing Numbers

Due to the pressures on the Authority to reduce spending, there is a need to reduce spend on staffing alongside other measures to reduce costs. It is expected that a total of 1500 posts will be lost over the next four years. Appendix 3 shows the progress towards this target in the current year.

Restructures

There are numerous restructures being planned and implemented in every part of the Authority. These are summarised at Appendix 4.

Management Structures – Spans and tiers of control

KCC is part of a LGID pilot programme looking at decision making in different layers of management across the Authority. This work will see consultants interview staff across four designated divisions in the Authority to look at how decision making works in practice. This will inform restructures across the Authority, drive consistency in what is expected of managers at different levels in the hierarchy and ensure efficient use of management posts.

4. Values and Behaviours

The development of shared values and behaviours which will underpin the culture change in KCC has been completed. The values are shown below together with how they link to the behaviours and a brief explanation. KCC and all who work in it will be open - be clear and transparent in all its dealings - and will then invite contribution and challenge and then take accountability for delivery.

Value	Explanation	Kent Competence link
Open	Acting with integrity, honesty and transparency, willing to learn and treating people fairly and with respect	Truth & Judgement, Character & Courage. Conversation & Compassion
Invite contribution & challenge	Working collaboratively to find new solutions that put the interests and wellbeing of Kent people 1 st , putting the citizen in control	Empowerment & Enterprise, People & Partnership
Accountable	Taking personal and professional responsibility for our actions performance and money management.	Radicalism & Urgency, Tools & Professionalism Outcomes & Delivery

The behaviours for senior managers in KCC have already been developed and published and were used as part of the selection process for all new Directors and Corporate Directors and to inform the development of senior managers slotted into the operational framework. These behaviours have now been further developed to apply to staff at grades KR2 to KR12 and these are shown at Appendix 5.

5. The Kent Manager

The Kent Manager is the standard that clearly defines the management role within KCC and provides an agreed benchmark that all Kent Managers will be able to work towards. It is an important part of the culture change programme. It aims to increase management capability, provide a consistent approach to management and engage staff by setting out clear expectations. Every kent manager will be expected to complete the evidence gathering in a maximum of 24 months.

Kent Learning & Development used the organisation's Core Values and Kent Competencies to underpin the Modules. Representatives from across the organisation have also been involved in its development. The Programme has been innovatively developed, with input from Managers across the organisation and Edexcel.

To build on this solid foundation, the National Occupational Standards (NOS) for Management & Leadership have been cross-referenced against the appropriate elements of each module.

The Programme has been designed to be straightforward and flexible, in order to suit any Manager's role and situation and is entirely on-line.

There has been considerable consultation on the model which will "go-live" for staff at KR13 and above on 16th September.

6. Recognising success

In times of significant change and staffing reductions, it is critically important that the Authority continues to recognise the success of its staff. The primary method for this is for managers to ensure they "catch staff doing things right". However, more formal mechanisms through the use of Change Champions and the planned One Council staff awards event planned for later in the year are also valuable and important tools in this.

7. Conclusion

Significant progress has been made in implementing Change to Keep Succeeding which is underpinned by the Organisational Design Principles which form part of Bold Steps for Kent. The amount of structural, operational and culture change needed cannot be completed overnight, but clear programmes to achieve all that is required are in place.

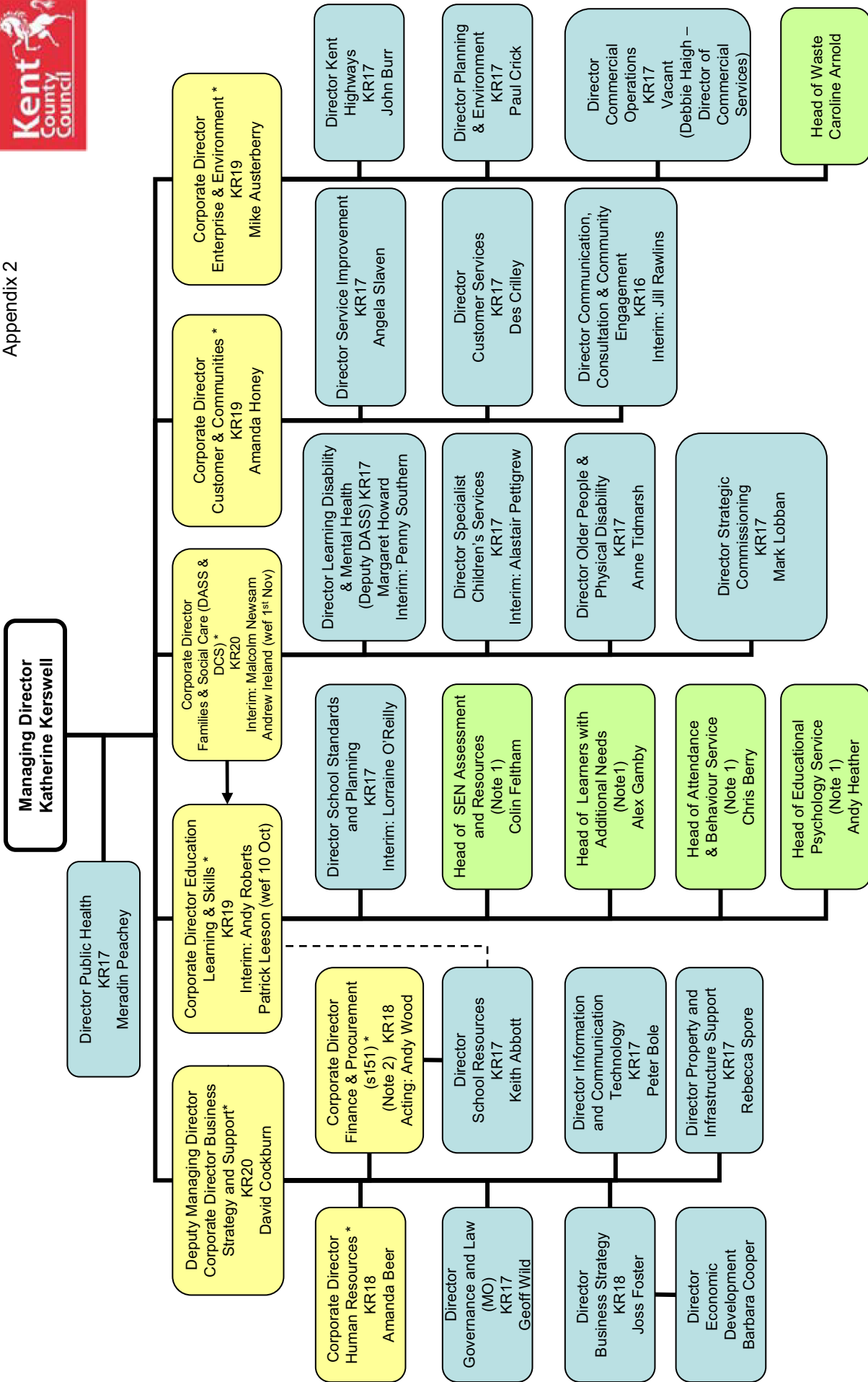
Amanda Beer
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Culture Change			
Workstream	Details	Lead by	Involves
One Council	<p>This work stream aims to further embed the 'One Council' culture across the council. The poster campaign that took place in April was the first part of the process to inform staff that transformation was taking place and to outline what KCC was about.</p> <p>An ongoing programme of activity will take place that will help staff to:</p> <ul style="list-style-type: none"> • understand the principles set out in <i>Bold Steps for Kent</i> • recognise the part they play in delivering the ambitions • visualise the journey we are on and where we need to get to <p>These activities will be multiple, interdependent, and involve both HR and communications resources.</p>	OD Manager	<p>Communications (Paula Rixon)</p> <p>Engagement (Mary Edbrooke)</p>
Values	<p>KCC's values – integrity, empowerment and accountability will be launched to staff in September.</p> <p>Values will be embedded in recruitment, induction, TCP etc</p> <p>Communications will be reviewed to ensure that the values are incorporated in everything we say.</p>	Elaine Mason	<p>Communications (Paula Rixon)</p> <p>Engagement (Mary Edbrooke)</p>
Behaviours	<p>KCC's behaviours will also be launched to staff in September. The workshops generated suggestions on famous people who staff felt personified each of the behaviours. These will be used in communications to help staff understand the behaviours that are expected and make them 'real'.</p> <p>Behaviours will be embedded in recruitment, induction, TCP etc</p> <p>Communications will be reviewed to ensure that the behaviours are incorporated in everything we say.</p>	Elaine Mason	<p>Communications (Paula Rixon)</p> <p>Engagement (Mary Edbrooke)</p>
Kent Manager	<p>Kent Manager will be launched in the autumn and there is a separate delivery plan in place for this. Staff will be made aware of this initiative via Pioneer/Challenger meetings plus standard communication channels.</p>	Learning and Development (Coral Ingleton)	Communications (Paula Rixon)
Empowered and Equipped			
People Management	<p>A comprehensive programme of work is underway to review all guidance around people management.</p>	Learning and Development (Coral Ingleton)	Communications (Paula Rixon)
Change workshops	<p>These events will be open to all staff and focus on what it feels like to be part of KCC and the things that need to change to make it better.</p> <p>Staff will be actively encouraged to participate in defining and implementing the changes that need to take place. This will help motivate and engage our workforce as well as contribute to the wider programme of culture change.</p>	Amanda Beer	<p>Engagement (Mary Edbrooke)</p> <p>Learning and Development (Coral Ingleton)</p> <p>Communications (Paula Rixon)</p> <p>Events (Deborah Malthouse)</p>

Re-induction	<p>The purpose of this activity is to introduce new and existing staff to the new organisation.</p> <p>The will be in the form of an online e-induction programme, plus face to face events. The face to face events are important in presenting the scale of the work we do, creating some energy and excitement about the opportunities that exist, and provide valuable networking opportunities with colleagues.</p> <p>Re-induction will bring together and embed our values, behaviours, One Council vision and culture and is a complex but essential activity.</p>	Coral Ingleton	<p>Engagement (Mary Edbrooke)</p> <p>Learning and Development (James Pope)</p> <p>Communications (Paula Rixon)</p> <p>Events (Deborah Malthouse)</p>
Knet Redevelopment	<p>The focus on the new Knet will be on providing the tools, guidance and resources needed for people to do their jobs effectively.</p> <p>The process of creating a workable site structure, reviewing the content and presenting it in a way that staff can interact with, is a huge challenge which involves significant resource from the digital services, communications and HR teams.</p>	Digital Services (Tracey Gleeson)	<p>Engagement (Mary Edbrooke)</p> <p>Communications (Paula Rixon)</p>
New ways of working			
Future Service Options	<p>A comprehensive programme is in place to develop a make, buy, sell, review process to create options for future service provision.</p> <p>This will involve staff being able to submit bids to run some services at arms length from KCC.</p> <p>The communications team needs to support this activity and make links with empowerment, engagement, and new culture activities.</p>	Business Strategy (Liz Sanderson)	Communications (Paula Rixon)
SORPS, Processes and standards	<p>SORPS will be introduced over the coming months to provide essential information, guidance and mandatory practice for key processes. This is important part of the 'one council' approach to working and will support the change in culture.</p> <p>In order for these to be effective, the way they are written, presented and promoted to staff needs to be considered. The communications team has an essential role to play in reviewing what is produced and ensuring they are communicated effectively.</p>	Business Strategy (Liz Sanderson)	Communications (Paula Rixon)
Engagement			
Team sites	<p>Team sites will be developed to facilitate communications within teams. Much has been done to streamline business-related communications (Kmail and Kmag), but we need to strengthen the sense of staff belonging to a team as well as the wider organisation.</p> <p>A large number of Sharepoint sites need to be developed before this can be launched to staff. This work stream will involve colleagues from ICT and the digital services team as well as communications.</p>	Paula Rixon	<p>Digital Services (Tracey Gleeson)</p> <p>Engagement (Mary Edbrooke)</p>
Shared skills	<p>This work stream is part of the 'One Council' activity but has been listed separately due to its complexity.</p> <p>The aim is to harness the skills and expertise that exist within our workforce. The Knet profiles will be expanded to allow staff to record and maintain a record of the skills they have. If a project requires a specific skill or if advice is needed on a particular issue, the 'knowledge web' could be searched to generate a pool of</p>	Paula Rixon	<p>Web Team (Tracey Gleeson)</p> <p>Engagement (Mary Edbrooke)</p> <p>Learning and</p>

	<p>people with the required expertise.</p> <p>As well as making the most of the knowledge that exists in the council, this system will also give staff an opportunity to contribute to projects outside their immediate role and contribute to KCC's engagement strategy.</p>		Development (Coral Ingleton)
Change Champions	<p>The Change Champions have been hugely helpful in supporting the change programme and the activities that have take place to date. The role of the change champions has been reviewed to reflect this and to bolster their role as ambassadors for change.</p> <p>This change in role and responsibilities will be communicated to all staff to encourage greater engagement and productivity.</p>	Elaine Mason	Engagement (Mary Edbrooke) Communications (Paula Rixon)
Recognising Success			
Staff Awards	<p>As part of the new 'one council' approach, a single council-wide event is required to celebrate success across the council. It is an important part of cultural change in the organisation and rather that be an adaptation of what's happened previously, needs to clearly demonstrate that KCC is 'doing things differently'. The qualities that are recognised need to be in line with the new KCC behaviours and Kent Manager model. It is important that these start to become real to staff and they understand how they should be applied in practice.</p> <p>This event needs to embody everything the council stands for so it is essential that we get it right. The time and resource required to make this happen should not be underestimated.</p>	Amanda Beer	Engagement (Mary Edbrooke) Communications (Paula Rixon) Events (Deborah Malthouse) Digital Services (Tracey Gleeson)
KCC Champions	<p>In addition to the one-off event, high performing teams and individuals needs to be recognised throughout the year. A bi-monthly 'Champion Award' will be given to someone who has gone over and above the call of duty, personifies KCC's values and behaviours, or has over come adversity to deliver an outstanding level of service.</p> <p>Nominations will be considered by CMT with the winner receiving a KCC lapel badge and being featured in Kmag, Kmail and on Knet.</p>	Engagement (Mary Edbrooke)	Communications (Paula Rixon) Digital Services (Tracey Gleeson)
Innovation Channel	<p>Proving staff with an opportunity to share their good ideas is an important part of our engagement and communication strategies.</p> <p>This initiative replaces 'My KCC idea' which was costly to run and time consuming to manage.</p> <p>It requires the development of a new Sharepoint site which would be used to post ideas. It is suggested that the ideas are evaluated by the Change Champions, shortlisted ideas would be presented to CMT, and then one idea would be sponsored and taken forward.</p> <p>As well as the business benefits, it compliments the staff awards and any other initiatives that recognise success/creativity. Staff would feel they have a voice, that CMT are listening, and that good ideas can make a difference.</p>	Communications (Paula Rixon)	Engagement (Mary Edbrooke) Digital Services (Tracey Gleeson)
Addressing staff needs			
Acting on feedback	<p>CMT have been much more visible in recent months and the feedback to the Talk to the Top activity has been really positive.</p> <p>More than 1000 questions or issues have been captured from</p>	Communications (Paula Rixon)	Katherine Kerswell Amanda Beer

	<p>staff and this presents an opportunity to address any concerns and demonstrate the CMT are not just listening, they're acting.</p> <p>The main issues are around benefits, accommodation, ICT equipment, and working practices. A separate programme of work is underway to evaluate, address and communicate the action that is planned. This activity spans all directorates and locations across Kent.</p>		<p>Amanda Honey</p> <p>David Cockburn</p> <p>Malcolm Newsam</p> <p>Andy Roberts</p> <p>Andy Wood</p> <p>Mike Austerberry</p>
Talk to the Top	<p>There is an overwhelming plea for greater communication with senior managers. The Talk to the Top programme is ongoing with repeat visits planned for October / November which Paul Carter would like to attend.</p> <p>In an effort to engage with staff who are harder to reach, an online Q&A system has been developed and will be launched to all staff during August.</p> <p>Organising this activity, encouraging staff to take part, and managing the outcome requires significant resource but is considered an essential element of the overall OD/Engagement strategies.</p>	<p>Engagement (Mary Edbrooke)</p> <p>Communications (Paula Rixon)</p>	<p>Paul Carter</p> <p>Katherine Kerswell</p> <p>Amanda Beer</p> <p>Amanda Honey</p> <p>David Cockburn</p> <p>Malcolm Newsam</p> <p>Andy Roberts</p> <p>Andy Wood</p> <p>Mike Austerberry</p>



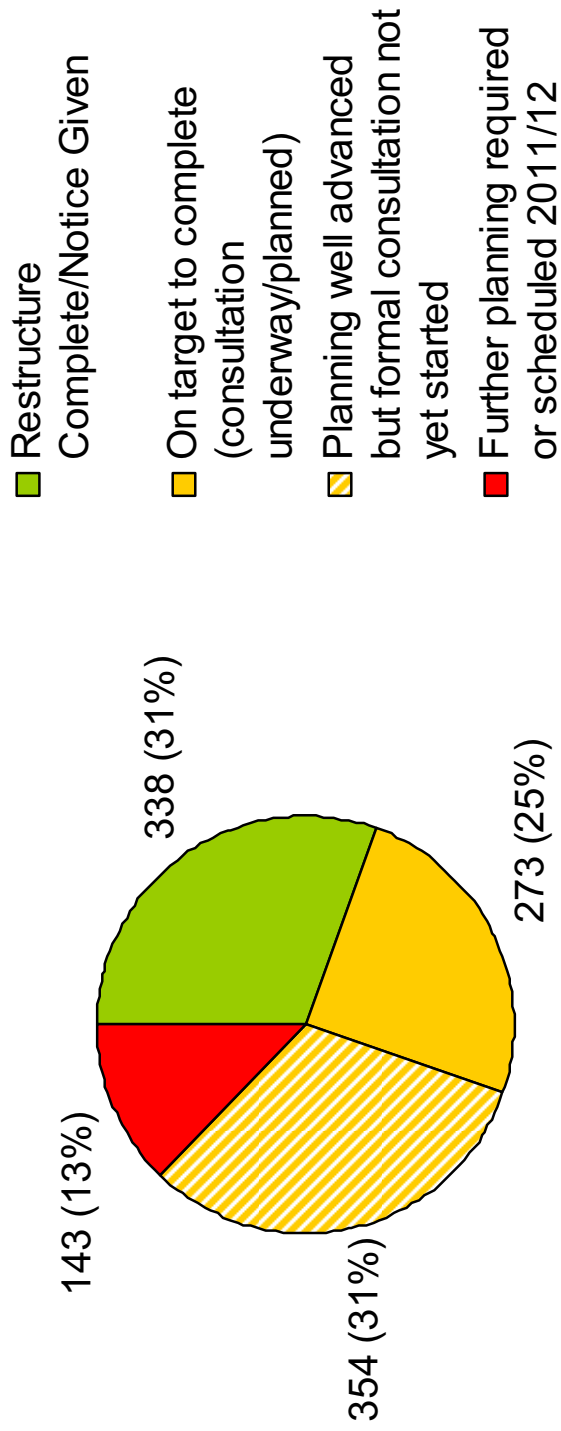
* Corporate Management Team (1st Tier)

Note 1 These posts are subject to consultation and review.

Note 2 Lynda McMullan is the substantive holder of this post.

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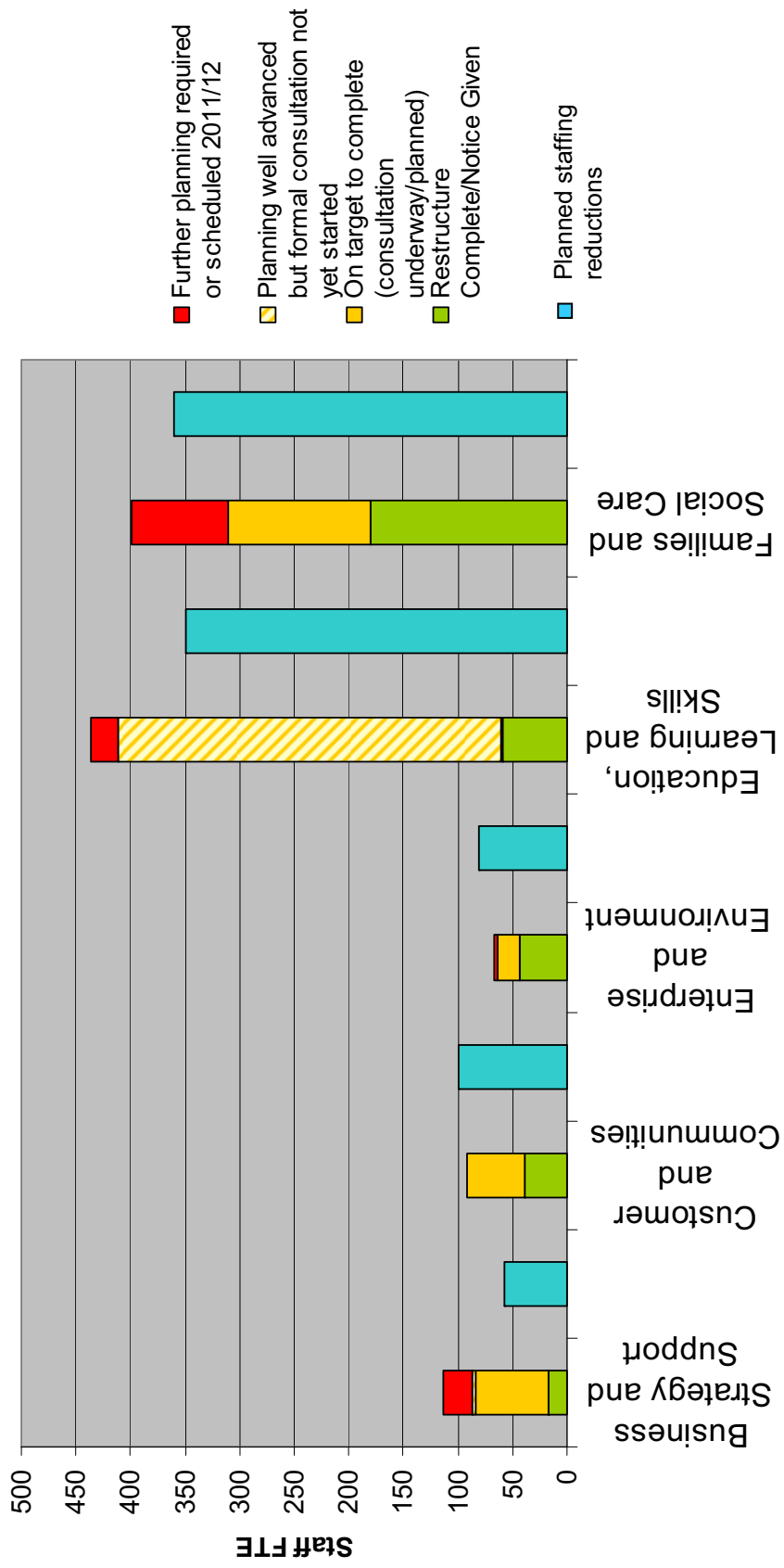
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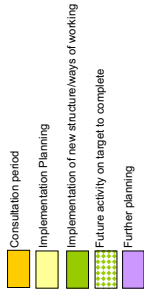
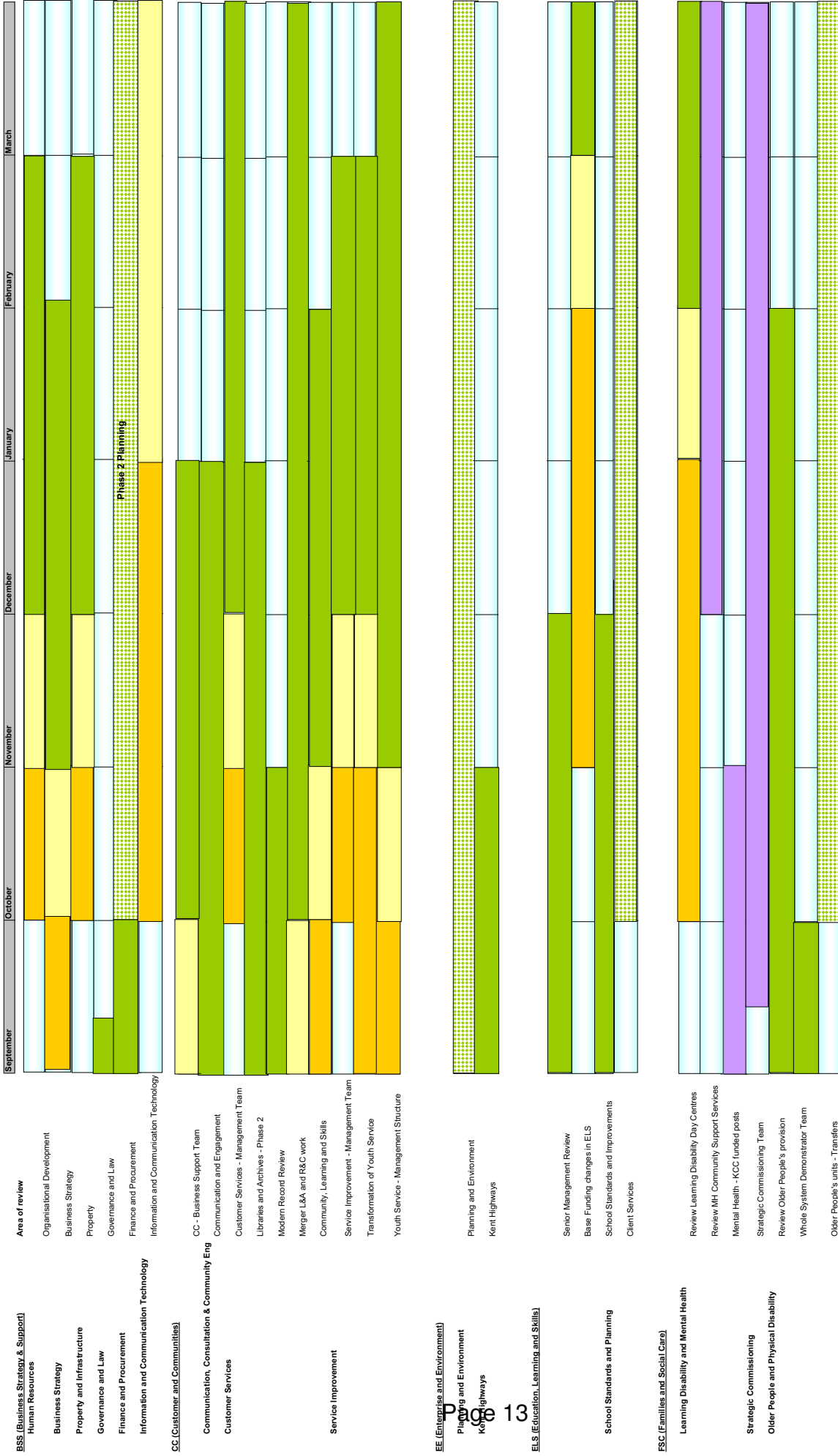


Total planned reduction 2011/12

=1,108 FTE

Current Status by Directorate





Note:
Excludes Commercial Operations
Children's Specialist Services - no activity planned for 2011/12

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Kent Competency	What we must do/need	What we must not do/don't need
Truth and Judgement	<ul style="list-style-type: none"> • Be accountable, make a decision and stand by it • Be truthful, honest and realistic, give reasons for decisions and actions • Stay grounded, speak honestly • Be aware of the political impact of your actions • Open to new ideas • Welcome challenge on how you do things 	<ul style="list-style-type: none"> • Make decisions in isolation • Blame others, start rumours • Hide facts for fear of upsetting others • Hold on to information unnecessarily • Use politics as an excuse • Be defensive
Conversation and Compassion	<ul style="list-style-type: none"> • Encourage free-flowing conversation, pick up the phone or go and speak to a colleague • Being sensitive to someone's needs and adjusting accordingly, accepting differences • Politeness when dealing with others - whatever level, check for mutual understanding • Listen carefully and act on what is being said – use clear language 	<ul style="list-style-type: none"> • Bully and blame others • Be blunt or defensive • Be uncaring about others and their opinions • Use jargon, be dismissive
Empowerment and Enterprise	<ul style="list-style-type: none"> • Delegate and trust staff to deliver, encourage others to succeed and help if needed • Value staff contributions, recognise skills, develop people and the business • Recognise initiative, be creative and share ideas • Have a 'can do' attitude, be positive, deal with things here and now • Make best use of the resources/technology/tools you have 	<ul style="list-style-type: none"> • Stifle ideas or take credit for others' ideas • Ignore others' abilities • Belittle others' opinions and ideas, be dismissive of lower grade staff • Withhold useful, helpful and important information • Give confused instructions
People and Partnerships	<ul style="list-style-type: none"> • Keep communication open, ask questions, listen to answers, act and feedback • Be customer-focused • Be visible and approachable to partners, public and staff • Co-operate with partners and colleagues to achieve common goals 	<ul style="list-style-type: none"> • Work in silos • Focus on processes rather than people • Lack of consultation • Drive through own agenda and forget the end goal • Makes no effort to work with other people

Kent Competency	What we must do/need	What we must not do/don't need
Character and Courage	<ul style="list-style-type: none"> • Be strong even in difficult situations - hold your nerve and stay positive • Be courageous and able to change your mind • Have the self-belief to see problems through to achieve the end goal • Work to find positive solutions, be creative • Be brave and don't be afraid of failure • Looking to challenge • Be proud of the work we do as one council, delivering positive outcomes 	<ul style="list-style-type: none"> • Look for the easy option to avoid conflict • Allow, or join in with, power games to slow progress • Hide behind others • Be lazy or negative • Cover your back • Go through the motions • Work in isolation and never listen to your customers
Outcomes and Delivery	<ul style="list-style-type: none"> • Be clear of what has got to be achieved, keep the end goal in mind • Share knowledge of best practice, learning from things that have not worked so well • Understand the priorities and work within the agreed timescales • Looking to learn • Prioritise and deliver no matter how big or small the task • Look for opportunities to deliver services and developments through joint working 	<ul style="list-style-type: none"> • Lose sight of the objectives and become blinkered • Force customers to fit one size • Unclear instructions/lack of communication • 'Can't do' approach • 'We have always done it this way' attitude
Radicalism and Urgency	<ul style="list-style-type: none"> • Dare to be different, have the courage of your convictions • Challenge the status quo, adapt to change • Don't just say it, do it • Move forward, take the initiative, suggest new ideas • Don't wait, initiate • Help people move forward with ideas • Urgent curiosity 	<ul style="list-style-type: none"> • Be closed to new ideas and not be willing to change • 'Not my job' attitude • Managers not listening to front line staff • Assuming a report achieves the required objective
Tools and Professionalism	<ul style="list-style-type: none"> • Speak and act professionally at all times • Be personally accountable for managing budgets and controlling costs • Look at ways of getting value for money • Ensure that your knowledge and skills are kept up to date 	<ul style="list-style-type: none"> • Let skills and knowledge become out of date

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Task Name	Aug 2011			Sep 2011			Oct 2011			Nov 2011			Dec 2011										
	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9	Oct 16	Oct 23	Oct 30	Nov 6	Nov 13	Nov 20	Nov 27	Dec 4	Dec 11	Dec 18	Dec 25	
1 Culture Change																							
2 One Council																							
3 Values																							
4 Behaviours																							
5 Kent Manager																							
6 Empowered and Equipped																							
7 People Management																							
8 Change workshops																							
9 Re-induction																							
10 Knet redevelopment																							
11 New ways of working																							
12 Future service options																							
13 SORPS processes and standards																							
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22 Addressing staff needs																							
23 Acting on feedback																							
24 Talk to the Top																							
25 Communication Channels																							
26 Kmail																							
45 Kmag																							
51 Knet																							
52 APB																							
53 Video address																							
54 TTTT																							
55 Challenger Meetings																							
56 Pioneer Meetings																							

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