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# **Change to keep succeeding**

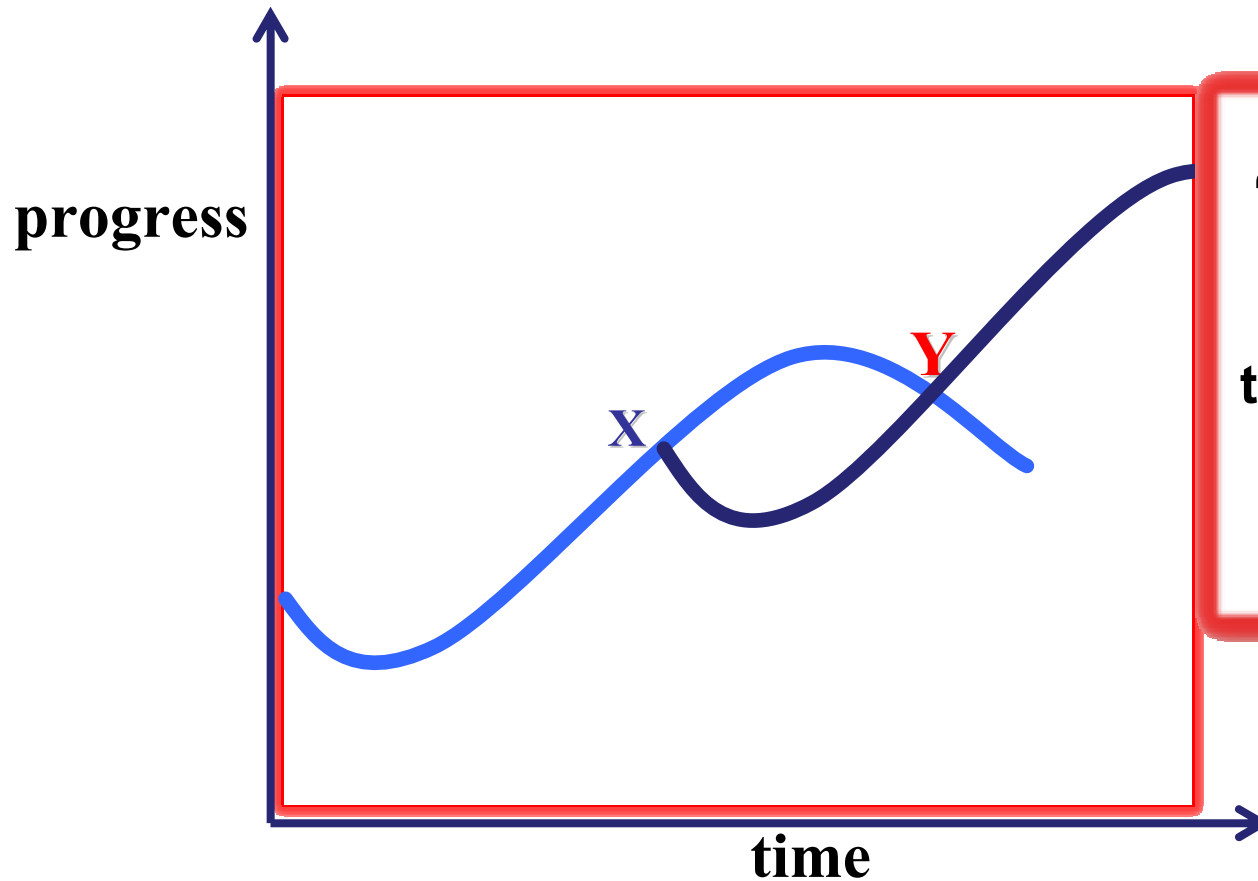
## **Corporate Policy Overview & Scrutiny Committee**

**6 July 2011**



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# change to keep succeeding



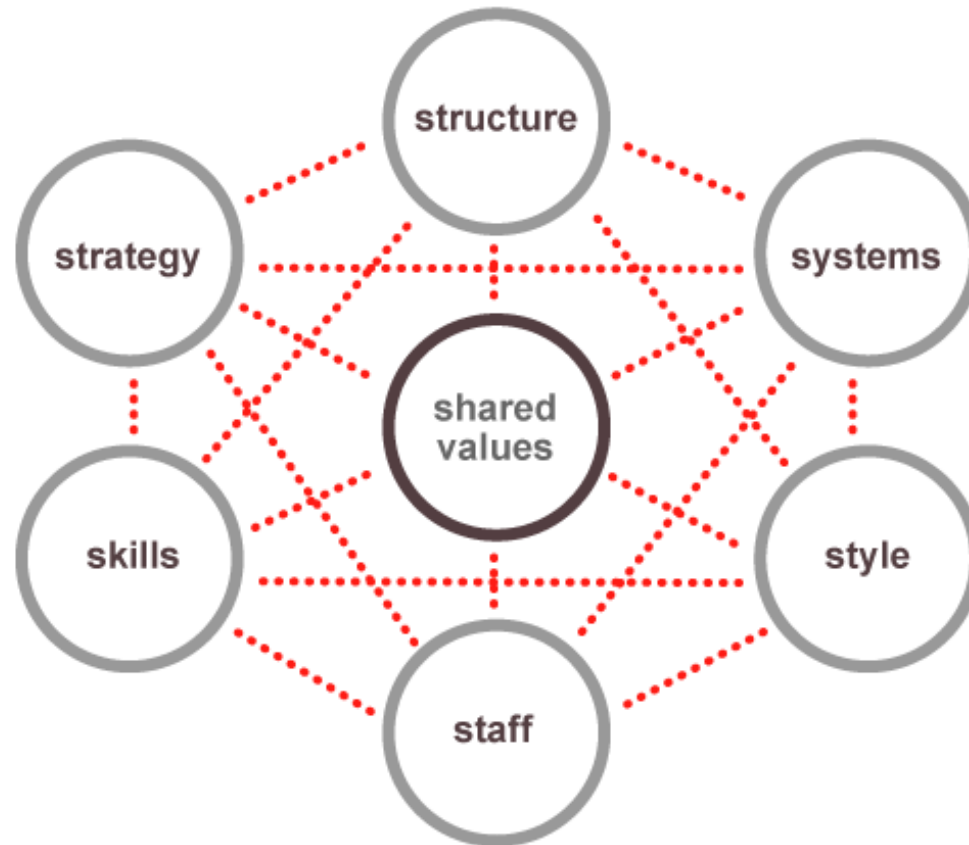
**“One of the paradoxes of success is that the things that got you there, are seldom those that keep you there.”**

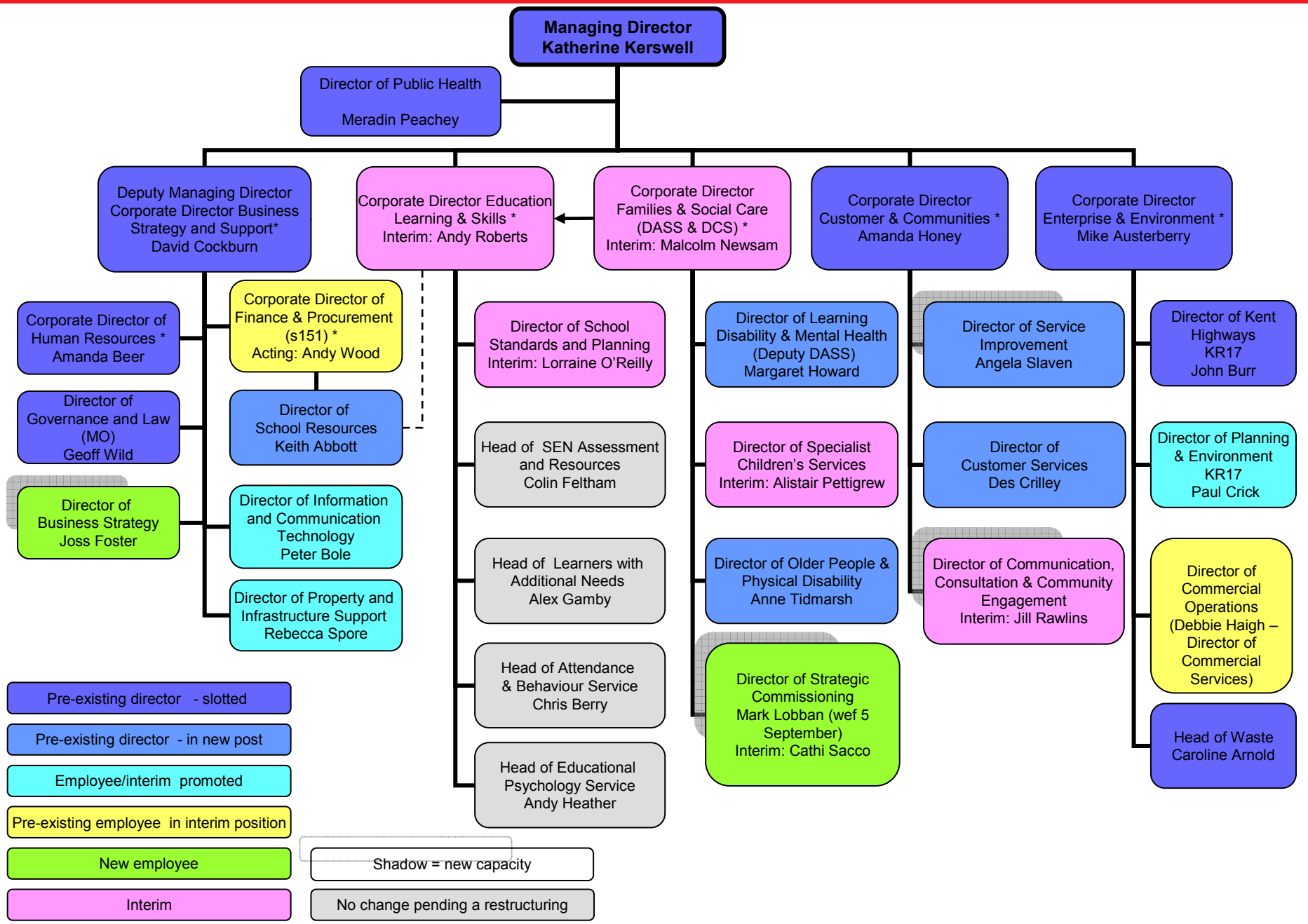
*Charles Handy*

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# McKinsey's 7S model





- Pre-existing director - slotted
- Pre-existing director - in new post
- Employee/interim promoted
- Pre-existing employee in interim position
- New employee
- Interim

- Shadow = new capacity
- No change pending a restructuring

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# **achievements to date...**

- **reorganised on schedule**
    - **no impact on external service delivery**
    - **no disruption to internal services and systems**
    - **no legal objections**
  - **created new capacity**
  - **expanded roles for all directors**
  - **enhanced engagement with staff**
    - **Challenger and Pioneer groups**
    - **SharePoint**
    - **Talk to the Top**
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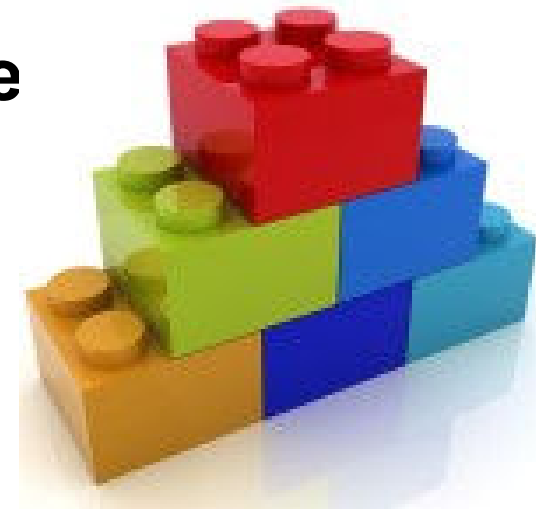
# **successful management of programme risks...**

- **simultaneously managed new MTFP, accounting changes and organisational restructure**
  - **built support amongst managers**
  - **service delivery maintained**
  - **IT, HR and Finance resourced**
  - **integrated into 2011/12 budget planning**
  - **positive response from external partners**
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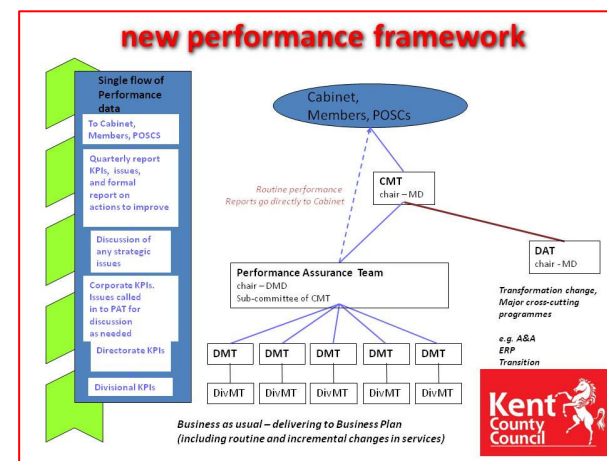
# **new organisation building blocks..**

- 1. one front line access model**
  - customer service strategy
- 2. one business support mode**
  - freedoms and frameworks
  - central shared services
  - system of internal control
- 3. one way of working**
  - the Kent manager
  - shared values and behaviours
  - statements of required practice - SORPs



# internal control system...

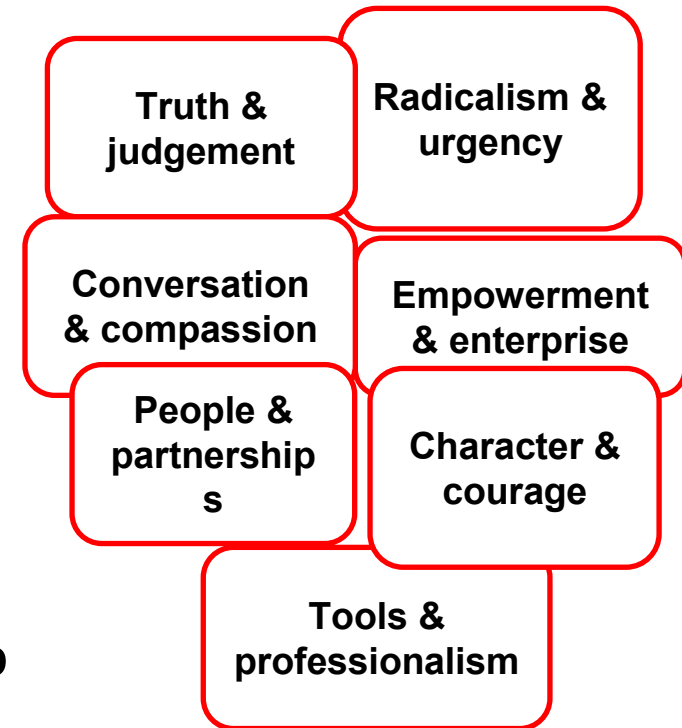
- a new way of working
- core principles:
  - supportiveness
  - transparency & improvement
  - accountability
  - subsidiarity



- right skills, competencies, behaviours, tools
- performance and delivery assurance (PAT, DAT)
- Standards of Required Practice (SORPS)
- deliver for improved Member confidence

# one council – brand and culture..

- **one council branding**
- **culture change**
  - values and behaviours
  - **1 Council 2 deliver 3 ambitions 4 Kent**  
- Phase 3 (understand and believe)
  - **Talk to the Top**
  - **empowered and equipped to do the job**
  - **change workshops**
  - **change champions**
  - **Kent Manager**



# one council – communication...

- single newsletter
- K-mail, K-mag
- core brief
- communications review – channels, benchmarking, process, development



# engagement...

- **process & standards**
- **relationships & work groups**
- **contact & presence**
  - 47 – 24
  - 4000 - 900
- **recognition**
  - NEDs
  - talent management
  - recognising success
  - celebrating success

## The Q12 Index

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

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# restructure savings...

	2011/12	2012/13
<b>Total savings</b>	<b>£95m</b>	<b>£65m</b>
<b>of which staff savings total</b>	<b>£27m</b>	<b>£17m</b>
<b>of which savings from staff restructure</b>	<b>£20m</b>	<b>£14m</b>

**our original targets for staff restructure savings were:**

	two year	four year
<b>Management structures</b>	<b>£8m</b>	<b>£12m</b>
<b>CED support services</b>	<b>£5m</b>	<b>£5m</b>
<b>Communications</b>	<b>£2m</b>	<b>£2m</b>
<b>Access</b>	<b>£3m</b>	<b>£2m</b>
<b>Assessment</b>	<b>£1m</b>	<b>£8m</b>

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**Thank you**

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