Culture Change			
Workstream	Details	Lead by	Involves
One Council	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. An ongoing programme of activity will take place that will help staff to: - understand the principles set out in *Bold Steps for Kent* - recognise the part they play in delivering the ambitions - visualise the journey we are on and where we need to get to These activities will be multiple, interdependent, and involve both HR and communications resources.	OD Manager	Communications (Paula Rixon) Engagement (Mary Edbrooke)
Values	KCC's values – integrity, empowerment and accountability will be launched to staff in September. Values will be embedded in recruitment, induction, TCP etc Communications will be reviewed to ensure that the values are incorporated in everything we say.	Elaine Mason	Communications (Paula Rixon) Engagement (Mary Edbrooke)
Behaviours	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'. Behaviours will be embedded in recruitment, induction, TCP etc Communications will be reviewed to ensure that the behaviours are incorporated in everything we say.	Elaine Mason	Communications (Paula Rixon) Engagement (Mary Edbrooke)
Kent Manager	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.	Learning and Development (Coral Ingleton)	Communications (Paula Rixon)
Empowered and Equipped			
People Management	A comprehensive programme of work is underway to review all guidance around people management.	Learning and Development (Coral Ingleton)	Communications (Paula Rixon)
Change workshops	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. 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.	Amanda Beer	Engagement (Mary Edbrooke) Learning and Development (Coral Ingleton) Communications (Paula Rixon) Events (Deborah Malthouse)

Re-induction	The purpose of this activity is to introduce new and existing staff to the new organisation. 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. Re-induction will bring together and embed our values, behaviours, One Council vision and culture and is a complex but essential activity.	Coral Ingleton	Engagement (Mary Edbrooke) Learning and Development (James Pope) Communications (Paula Rixon) Events (Deborah Malthouse)
Knet Redevelopment	The focus on the new Knet will be on providing the tools, guidance and resources needed for people to do their jobs effectively. 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.	Digital Services (Tracey Gleeson)	Engagement (Mary Edbrooke) Communications (Paula Rixon)
New ways of working			
Future Service Options	A comprehensive programme is in place to develop a make, buy, sell, review process to create options for future service provision. This will involve staff being able to submit bids to run some services at arms length from KCC. The communications team needs to support this activity and make links with empowerment, engagement, and new culture activities.	Business Strategy (Liz Sanderson)	Communications (Paula Rixon)
SORPS, Processes and standards	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. 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.	Business Strategy (Liz Sanderson)	Communications (Paula Rixon)
Engagement			
Team sites	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. 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.	Paula Rixon	Digital Services (Tracey Gleeson) Engagement (Mary Edbrooke)
Shared skills	This work stream is part of the 'One Council' activity but has been listed separately due to its complexity. 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	Paula Rixon	Web Team (Tracey Gleeson) Engagement (Mary Edbrooke) Learning and

	people with the required expertise. 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.		Development (Coral Ingleton)
Change Champions	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. This change in role and responsibilities will be communicated to all staff to encourage greater engagement and productivity.	Elaine Mason	Engagement (Mary Edbrooke) Communications (Paula Rixon)

Recognising Success

Staff Awards	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. 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.	Amanda Beer	Engagement (Mary Edbrooke) Communications (Paula Rixon) Events (Deborah Malthouse) Digital Services (Tracey Gleeson)
KCC Champions	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. Nominations will be considered by CMT with the winner receiving a KCC lapel badge and being featured in Kmag, Kmail and on Knet.	Engagement (Mary Edbrooke)	Communications (Paula Rixon) Digital Services (Tracey Gleeson)
Innovation Channel	Proving staff with an opportunity to share their good ideas is an important part of our engagement and communication strategies. This initiative replaces 'My KCC idea' which was costly to run and time consuming to manage. 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. 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.	Communications (Paula Rixon)	Engagement (Mary Edbrooke) Digital Services (Tracey Gleeson)

Addressing staff needs

Acting on feedback	CMT have been much more visible in recent months and the feedback to the Talk to the Top activity has been really positive. More than 1000 questions or issues have been captured from	Communications (Paula Rixon)	Katherine Kerswell Amanda Beer

	staff and this presents an opportunity to address any concerns and demonstrate the CMT are not just listening, they're acting. 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.		Amanda Honey David Cockburn Malcolm Newsam Andy Roberts Andy Wood Mike Austerberry
Talk to the Top	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. 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. 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.	Engagement (Mary Edbrooke) Communications (Paula Rixon)	Paul Carter Katherine Kerswell Amanda Beer Amanda Honey David Cockburn Malcolm Newsam Andy Roberts Andy Wood Mike Austerberry