

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

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**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.

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## **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 1<sup>st</sup> 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 1<sup>st</sup> 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.

| <b>Value</b>                               | <b>Explanation</b>   | <b>Kent Competence link</b>   |
|--|--|---|
| <b>Open</b>                                | Acting with integrity, honesty and transparency, willing to learn and treating people fairly and with respect                                      | Truth & Judgement,<br>Character & Courage.<br>Conversation & Compassion |
| <b>Invite contribution &amp; challenge</b> | Working collaboratively to find new solutions that put the interests and wellbeing of Kent people 1 <sup>st</sup> , putting the citizen in control | Empowerment & Enterprise,<br>People & Partnership                       |
| <b>Accountable</b>                         | Taking personal and professional responsibility for our actions performance and money management.  | Radicalism & Urgency, Tools & Professionalism<br>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 16<sup>th</sup> 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.

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