

By: Roger Gough, Cabinet Member for Business Strategy,
Performance & Health Reform
Alex King, Deputy Leader
David Cockburn, Corporate Director, Business Strategy &
Support

To: Corporate Policy Overview & Scrutiny Committee –
3 November 2011

Subject: Business Strategy - Restructure

Classification: Unrestricted

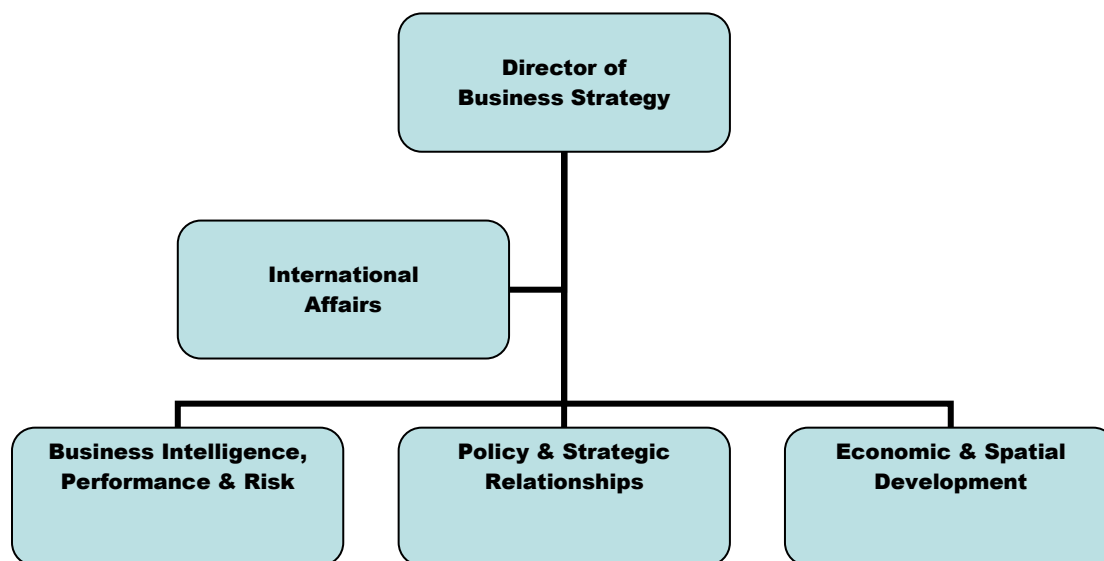
Summary To inform Members of the proposed structure for the new Business Strategy Division, and the process by which the restructuring will take place.

1. Introduction

- 1.1 As part of “Change to Keep Succeeding”, individuals and teams with roles spanning research and evaluation, performance, policy and strategy development, international, partnerships and economic development were brought together to form Business Strategy in April 2011. The new division was created to become the "engine room of change for KCC" – i.e. to serve the whole council and its partnerships and ensure their vision is translated to effective policy, strategy and plans which deliver appropriate outcomes. This covers a range of functions perhaps best described as helping the organisation as a whole to understand "where are we now?", "where do we want to go?", and "how do we get there?".
- 1.2 The current assembly of functions is inevitably one of heritage rather than design and with all central functions targeting a reduction of 30% over a 4 year period, there is now the need to find further cost reductions of 15% in 2012/13 over and above those already achieved.
- 1.3 A new structure has therefore been designed to deliver the vision of Business Strategy as the engine room of change within the reduced cost envelope. An informal consultation took place over the summer to develop the high level ideas, and a formal consultation ran from 21st September to 21st October setting out a detailed proposal. This paper sets out the rationale, timeline and the process by which staff will be appointed to the new structure. It sets out the proposed structure to date, although at the time of writing it is still possible that further minor changes will be made as a result of the formal consultation.

2. Proposed structure for Business Strategy

- 2.1 The Division will be organised into four teams – consolidating the 9 functional areas which exist today:



- 2.2 The **Business Intelligence, Performance and Risk Unit** will draw together core information from both within and beyond KCC to become a critical asset for KCC (supporting the aspiration to operate as One Council) and its partners and customers. The Unit's activities will include reviewing trends, developing insights, supporting learning and enhanced performance, ensuring robust risk management, horizon scanning and scenario planning for the future. It will analyse, enhance and integrate an increasing wealth of data sources whilst improving accessibility to information and reducing the FOI request burden through increased transparency. Its remit will include both qualitative and quantitative evidence and it will focus resource particularly on analysis and development of insight and impactful communication which supports good governance and decision making. It will drive improved performance management across the council as a whole, and specifically provide the Performance Assurance and Delivery Assurance Teams with the information they need to deliver their roles effectively. Additional **corporate risk** resource will be transferred from Finance to build an invigorated function working hand in hand with performance management. A small **Programme Office** function will also be created for KCC to provide performance assurance and support for the development of programme management skills required for the delivery of KCC's significant change portfolio. The potential for **centralisation of KCC's wider performance resource** into Business Strategy is also being reviewed, providing potential to further enhance this critical function.
- 2.3 As KCC's range of external relationships grows and changes including the establishment of the Right to Challenge/Bid, locality agendas, new police commissioning arrangements, Health and Wellbeing Boards, Kent Association of Headteachers, ongoing development of Kent Forum and Ambition Boards etc., it becomes more important to ensure stakeholder management and integration of activities to address shared goals is robust. With this in mind the merged **Policy and Strategic Relationships** function will play a strong role in understanding and helping to coordinate and influence this complex environment, and to support KCC's relationship with and contribution to key strategic partnerships. The

function will have a critical ongoing role in supporting Cabinet and CMT with ad hoc briefings, corporate strategic advice and recommendations, communications and facilitation, leadership of special projects, assuring ongoing alignment of new activities to the vision and oversight and development of the corporate policy and internal management control framework. This function will need to be fleet of foot with on-demand work to prioritise, but will focus approximately 50-60% of its capacity on planned work for CMT/Cabinet. Its technical policy experts will dedicate about 50% of their activity to providing support to Directorates and partner forums and working flexibly across projects in different areas will be encouraged. A wider range of technical expertise will be developed over time. It will develop strong working relationships and networks with experts elsewhere within the organisation and beyond. All Business Strategy staff will be expected to support partnership working in Kent, making connections and ensuring Kent representatives are well informed, but in addition the Policy and Strategic Relationships Team will directly support the Kent Forum and the Kent Joint Chiefs.

- 2.4 Through an ***Economic and Spatial Development Unit***, we will focus on shaping and developing policy and strategy to ensure conditions are right for economic growth in Kent. This Unit comes within the remit of the Regeneration and Economic Development Policy Overview and Scrutiny Committee, and its role is being discussed at their next meeting on 16 November.
- 2.5 The ***International Affairs Unit*** will continue to promote and develop Kent's opportunities with partners further afield, whilst also proactively sharing valuable alternative policy insights, innovation ideas and access to international funding sources.
- 2.6 A reduced cost envelope means that the above will have to be delivered with fewer resources - overall posts will reduce from 87 to 72, whilst also encompassing some new functions (ie Risk (3 posts) and the Programme Office (2 posts)) which means that other functions must be correspondingly reduced. We will therefore be much more rigorous about the commissioning of work to ensure the reduced capacity is tightly targeted on the most important issues. We will also adopt new ways of working, with a strong focus on everyone being part of one overall division, flexibly contributing to the delivery of KCC's priority agendas, with business partners/advisers supporting effective management of workflow, resources, expectations and communication. Members will appreciate, however, that there will be fewer staff overall to produce reports and briefings.
- 2.7 The proposed structure is set out in detail (except for Economic & Spatial Development) in Annex 1.

3. Supporting Staff through the next steps

- 3.1 Staff have been kept well informed about the restructuring from the start through staff meetings and consultation proposals. Responses to the informal consultation during the summer resulted in a number of significant improvements to the proposals put forward under the formal consultation. The formal consultation closed on 21st October, and over 40 responses have been received (a summary of the issues raised is being drawn up). Overall the need for change appears to be well accepted and most comments relate to constructive detail around responsibilities of particular posts in the structure, including the identification of potential gaps to be rectified, and the relationship between the teams. There were some comments on the overall balance of the reduction in posts between business intelligence and policy areas. This however must be seen in the context of a number of factors – a review and significant restructure of research and evaluation

teams performed in 2010, a commitment to new ways of working, some of the current policy ground work being undertaken by business intelligence going forwards, and an identified weakness around information transparency and business intelligence previously identified by members and officers. Potentially, some of the staff currently engaged in policy work could take up posts in business intelligence, so the impact on staff is likely to be more evenly spread than a simple comparison of functions before and after would indicate.

- 3.2 By 4 November responses will have been taken into consideration in finalising the structure and job descriptions, and we will shortly take decisions about which staff are slotted. Assessment and interviews for the most senior posts will take place towards the end of November and interviews for all the remaining posts will be completed as far as possible before Christmas to minimise the period of uncertainty for staff and to enable the new structure to be up and running for the new year.
- 3.3 Every effort is being made to avoid compulsory redundancy. Volunteers for redundancy or early retirement have been sought, although we clearly reserve the right to reject applications where we need to retain the skills/knowledge/experience of the person involved. Any staff who do not secure jobs in the new structure will then be priority candidates for any other job opportunities within KCC. All staff have also been offered employment support via "Workfriend", which is an online job seekers' training and redeployment tool – and reminded that Support Line is also available to them on a confidential basis.

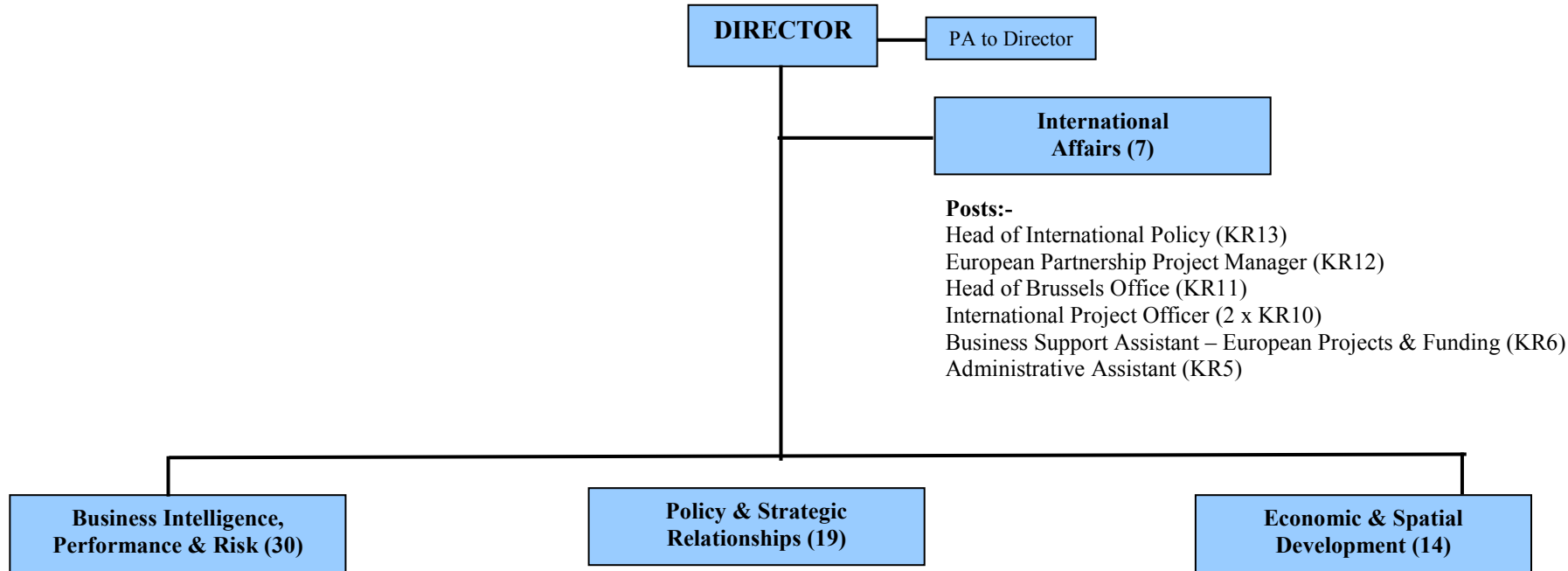
4. Recommendations

- 4.1 The Corporate Policy, Overview & Scrutiny Committee is asked to NOTE the proposals for the restructuring of Business Strategy and the progress to date.

Joss Foster
Director of Business Strategy
Tel: 01622-694134

Background Papers: None

Annex 1 - Future Business Strategy Structure



Posts:-
 Head of International Policy (KR13)
 European Partnership Project Manager (KR12)
 Head of Brussels Office (KR11)
 International Project Officer (2 x KR10)
 Business Support Assistant – European Projects & Funding (KR6)
 Administrative Assistant (KR5)

Posts:-
 Head of BIPR (KR16)
 Performance Manager (Technical) (KR13)
 Performance Manager (KR12)
 Performance Officer (KR9)
 Programme Manager (KR12)
 Programme Officer (KR9)
 Research & Evaluation Manager (2 x KR12)
 Business Intelligence Manager (3 x KR11)
 Senior Research Officer (3 x KR11)
 Senior Business Intelligence Officer (4 x KR10)
 Research Analyst (3 x KR8)
 Research Officer (3 x KR7)
 Corporate Risk Manager (KR14)
 Risk Monitoring Officer (2 x KR9)
 Business Support Assistant (KR6)
 Administrative Assistant (2 x KR5)

Posts:-
 Head of Policy & Strategic Relationships (KR15/16)
 Strategic Relationships Adviser (KR15)
 Strategic Business Adviser (3 x KR14)
 Policy Manager (6 x KR12)
 Policy Officer (5 x KR10)
 Business Support Assistant (KR6)
 Administrative Assistant (2 x KR5)

Total Headcount = 72