

By: Cabinet Member for Business Strategy, Performance & Health Reform
Corporate Director of Human Resources

To: Governance and Audit Committee – 29 November 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 other key organisational development activity since the last report to the Committee in September 2011. The Governance and Audit Committee is invited to note the changes covered in the report.

1. Introduction

A report on progress towards full implementation of Change to Keep Succeeding was noted by the Governance and Audit Committee on 14th September 2011. This paper is a result of the request made at that meeting for a regular update, concentrating on changes in staffing numbers, to be brought on a quarterly basis to the Committee. This report does not cover all the achievements since April 2011 or detail all the many streams of activity which form part of the overall Change to Keep Succeeding Programme as they were reported in the September paper which is therefore cited as a background document to this report.

2. The Operating Framework

Patrick Leeson joined KCC on 17th October as the Corporate Director Education, Learning and Skills.

Andrew Ireland took up his appointment as the Corporate Director Families and Social Care on 1st November. Andrew holds the statutory responsibilities of Director of Children's Services (DCS) and the Director of Adult Social Services (DASS) as part of his role.

Andy Wood was appointed as Corporate Director Finance and Procurement on 18th November, having covered the post on an interim basis since November 2010. He is the Authority's Section 151 Officer.

All appointments to the Corporate Management Team have therefore now been finalised.

Matt Burrows has been appointed as Director of Communication & Engagement, reporting to the Corporate Director, Customer and Communities. Matt will join KCC from his current role as Head of Communications at the London Borough of Croydon on a date to be determined.

Remaining senior posts

The posts of Director of Children's Specialist Services and Director of Commercial Services continue to be covered on an interim basis. The senior structure in Education, Learning and Skills remains the subject of consultation.

Restructures

Significant restructures are taking place in Divisions in all Directorates. Initial feedback from the Decision Making Analysis pilot has been received and is being considered. Training for officers from HR and the Challenger Group will take place in December to ensure the learning from the pilot can be applied across the Authority.

3. Staffing Numbers and Reductions

Part of the Authority's response to the very significant financial pressures it is facing is to reduce spending on staffing budgets. It is expected that a total of 1500 posts will be lost over the four financial years from April 2011. Appendix 1 shows the current staffing numbers.

The figures attached show a reduction in headcount (excluding casual, relief, sessional and supply staff) of 762. This reduction will include both redundancies and natural wastage where staff have left KCC and not been replaced. 364 staff were made redundant between 1 April and 31st October 2011 and redundancy payments for that period totalled £3,461,172.16. The restructures currently under consultation and being planned for the rest of this financial year and early 2012/13 are likely to result in a further significant reduction in posts.

4. Organisation Development Plan

Action plans to support the achievement of KCC's organisation development plan for 2011 – 2015 have been discussed at CMT and by each Directorate management team. The detailed plans are currently being finalised for reporting to Personnel Committee for endorsement.

5. The Kent Manager

Kent Manager, the standard that clearly defines the management role within KCC and provides an agreed benchmark for all Kent Managers to work towards, has been launched for staff at KS13 and above.

7. Conclusion

Significant progress continues to be 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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Background paper

“Update on Change to Keep Succeeding - Governance and Audit Committee
14.9.11.