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To: Governance and Audit Committee – 18 April 2012

Subject: Update on Change to Keep Succeeding

Classification: Unrestricted – for assurance

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

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## **1. Introduction**

This paper is a result of the request made at the meeting of the Governance & Audit Committee on 14 September 2011 for a regular update on Change to Keep Succeeding, with particular reference to staffing numbers.

## **2. The Operating Framework**

### **Restructures**

On 15<sup>th</sup> December 2011, the County Council agreed to proposals to change the operating framework which included the deletion of the post of Managing Director and the creation of two Director posts in Education, Learning and Skills. The level of restructure activity throughout the Authority remains high. The significant restructure of Education, Learning and Skills is nearing completion, although Specialist Teaching Services and Pupil Referral Units continue to be the subject of change. Other major HR activity is focussed on the Youth Service transformation, Older People's Units and Strategic Commissioning. The Decision Making Accountability model is being applied to all restructures now that a significant number of officers in HR have received training alongside a number of line managers.

### **Recent Appointments to senior posts**

**Sue Rogers** has been appointed to the post of Director of Education Quality and Standards. She takes up the post on 2<sup>nd</sup> April 2012. Sue is currently KCC's Head of School Improvement and Standards.

**Mairead MacNeil** has been appointed as the Director of Specialist Children's Services. She is joining us from Plymouth City Council, where she held the position of Assistant Director of Children's Social Care. Mairead is expected to take up her new position in July.

### **Remaining senior posts**

There are two remaining Director vacancies. Member interviews for the Director of Education Planning and Access took place on 27<sup>th</sup> March but no appointment was made. The member panel for the Director of Commercial Services is on 30<sup>th</sup> March. An oral update will be provided at the Committee on the outcome of these interviews.

### **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 staffing numbers at the end of February.

The figures attached show a reduction in headcount (excluding casual, relief, sessional and supply staff) of 1,040. This reduction will include both redundancies and natural wastage where staff have left KCC and not been replaced. 518 staff were made redundant between 1 April 2011 and 29<sup>th</sup> February 2012 and redundancy payments for that period totalled £4,960,188. The restructures currently under consultation and being planned are likely to result in a further significant reduction in posts.

### **4. Organisation Development and People 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 Personnel Committee endorsed the approach and organisational priorities at its meeting in September 2011. Each Directorate is now prioritising its action plan, concentrating on Organisational Development issues which will have most impact on their business delivery

### **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 KR9 and above.

### **7. Conclusion**

Significant progress continues to be made in implementing Change to Keep Succeeding which is underpinned by the Organisational Design Principles as 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.

## **Background papers**

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

Organisation Development & People Plan – Personnel Committee 23.9.11

Change to Keep Succeeding – the next steps. County Council 15.12.11

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