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To: Cabinet Meeting - 11 June 2012

Subject: Update on Change to Keep Succeeding

Classification: Unrestricted

Summary: This paper provides an update on progress in all areas covered by the Change to Keep Succeeding programme of organisational change including progress on populating the senior level of the new operating framework, changes to staffing across the Authority since April 2011, restructures and other key organisational development activity. .

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 County Council wanted put in place, all of which are underpinned by the organisation design principles outlined in Bold Steps for Kent.

2. The Operating Framework

Restructures

Change to Keep Succeeding introduced a new operating framework which was further revised in December 2011, when the County Council agreed to delete the post of Managing Director and to create two Director posts in Education, Learning and Skills.

There has been a very significant level of restructuring in Divisions and business units since the Directorate structures were established in April 2011. Since July 2011, the HR team has supported 74 change projects of varying magnitude and there remain a further 150 notified projects to complete. 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 currently focussed on the Youth Service transformation, Communication and Engagement, and Strategic Commissioning.

The Decision Making Accountability (DMA) model is being applied to all restructures. In order to meet the commitment within 'Bold Steps for Kent' to develop a structure that is as flat as possible and to create effective spans of control, the intention is to

monitor changes in the organisation as restructuring takes place. The aim is to move from an organisation which in December 2011 was 11 layers deep with an average span of control of 5.2 FTE to an organisation with 6 layers from Corporate Director to the front line and an average span of 7 FTEs. Any new structures that fall outside this framework are reported as exceptions to the Corporate Management Team.

Recent Appointments to senior posts

Sue Rogers was appointed to the post of Director of Education Quality and Standards and took up her post on 2nd April 2012. Sue was previously 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 will take up her new position in July.

Ian McPherson has taken up his appointed as the Director of Commercial Services. Ian was most recently Director of Government and Infrastructure for BDO.

Remaining senior posts

The Director of Education Planning and Access is currently the only vacant senior post and is the subject of Executive Search. The member interview panel is scheduled for July.

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 April 2012.

The figures attached show a reduction in headcount (excluding casual, relief, sessional and supply staff) of 1,196. This reduction will include both redundancies and "natural wastage" where staff have left KCC and not been replaced. 605 staff were made redundant between 1 April 2011 and 31st March 2012. The restructures currently under consultation and being planned are likely to result in a further 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. Each Directorate is now prioritising its action plan, concentrating on Organisational Development issues which will have most impact on their business delivery.

Organisation Development groups have been established in each Directorate to drive the OD agenda and to prioritise training activity and spend in line with the training strategy and centralised training budget whilst focussing on business need.

A progress update on Kent Manager, the outcomes of the EVP staff survey and action plans supporting the engagement strategy together with a definition of the responsibilities across all these activities for different levels of manager are all scheduled for future Corporate Board meetings.

Talk to the Top sessions covering all of the main office locations across the county have been arranged between now and January next year and will involve Cabinet Members and Directors as well as Corporate Directors.

An internal communications Board has been established to develop a forward plan of messages for staff to support KCC's engagement strategy and business objectives, prioritise the development of internal communication channels and their use and consider feedback, insight and channel monitoring reports to understand trends and staff engagement levels. The Board will also identify where 'deep dive' activity is needed to address specific internal communications issues.

5. Recognising success

Early this month the Personnel Committee endorsed in principle the establishment of authority wide staff awards to be held in November.

6. 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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