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To: Governance and Audit Committee – 26 July 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 covers the completion of appointments to the senior level of the new operating framework and the changes to staffing across the Authority since April 2011. The Governance and Audit Committee is invited to note the changes covered in the report and agree to receive further reports when there has been significant change or if specifically requested.

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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 quarterly update on Change to Keep Succeeding, with particular reference to staffing numbers.

## **2. The Operating Framework**

### **Restructures**

The level of restructure activity throughout the Authority remains high. The significant restructure of Finance is now complete. There remains major HR activity on the Youth Service transformation, Older People's Units and Strategic Commissioning.

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

**Ian McPherson** was appointed to the post of Director of Commercial Services and took up the post in May 2012. He was previously a consultant with BDO.

**Kevin Shovelton** has been appointed as the Director of Education Planning and Access. He is joining us from Southend on Sea Borough Council, where he is the Group Manager for Special Education Needs (SEN) and Inclusion Services. Kevin is expected to take up his new position in October.

**These last two appointments now provide the County Council with its full complement of Directors**

### **3. Staffing Numbers and Reductions**

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 June 2012.

The figures attached show a reduction in headcount (excluding casual, relief, sessional and supply staff) of 1,331. This reduction will include both redundancies and natural wastage where staff have left KCC and not been replaced. 629 staff were made redundant between 1 April 2011 and 31 May 2012 and redundancy payments for that period totalled £5,723,378. The restructures currently under consultation and being planned are likely to result in a further reduction in posts.

### **4. Organisational Development**

The programme is changing the manner in which we manage Organisational Development (OD). Since the last update OD groups have been established in each Directorate to facilitate the building of a KCC wide training strategy, with consistency and business input. This structure provides a greater transparency and robustness to the significant training investment the organisation makes and alignment between different activities to build capacity and improve performance. The OD groups will also be the vehicle for monitoring delivery of the OD & People Plan at Directorate level.

### **5. The Kent Manager**

Kent Manager is the standard that clearly defines the management role within KCC and provides an agreed benchmark for all Kent Managers to work towards. To assist our managers in the process of Kent Manager accreditation both the overarching KCC and specific level of management priorities have been identified from the suite of competencies. The organisations commitment to these standards was recently reaffirmed by Corporate Board.

### **6. Internal Communication & Staff Engagement**

This remains a significant part of the programme. Talk to the Top continues to develop and feedback on the EVP staff survey is being given to all the divisions which took part in the pilot. The feedback from all internal communication channels and the staff survey will be used to inform the ongoing development of the Engagement Strategy.

### **7. Conclusion**

Significant progress continues to be made in implementing Change to Keep Succeeding. There is an established understanding of the programme amongst staff through internal communication remains a critical factor.

### **8. Recommendation**

That future reports are provided on an ad hoc basis, as a result of either significant change in the programme or at the specific request of the Committee.

## **Background papers**

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

Update on Change to Keep Succeeding - Governance and Audit Committee 18.4.12.

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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