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To: Governance and Audit Committee - 11 April 2013

Subject: **UPDATE ON DEVELOPMENT OF**
                       MANAGEMENT GUIDES

Classification: Unrestricted

Summary:
This report provides Members with an annual update on the development of 'Management Guides', and asks Members to agree the recommendations regarding their ongoing assurance and governance.

FOR DECISION

1.   **Introduction**

1.1   A set of management guides have been developed to support managers in understanding the way that essential management tasks are carried out in KCC. They are intended to be a helpful reference guide to signpost to more detailed information, policies and procedures, and to provide suggestions on how to carry out common management tasks more effectively.

1.2   Management guides underpin the "one council" approach, and aim to improve consistency in the way that business tasks are carried out. They are accompanied by various tools and templates for staff to use, saving managers time and further promoting consistency.

1.3   The guides have been published as of a series of webpages in a defined area of KNet, so staff can easily find all the guidance in one place. Previously, there was no central area where staff could find guidance about management activities, with policies and guides saved in various places around KNet and shared drives. These were often hard to find, out of date, and only relevant to specific Directorates.

1.4   Management guides have replaced and improved upon 'Statements of Required Management Practice,' which had started to be developed as formal, mandatory requirements that managers must follow when carrying

out management tasks. In April 2012, Governance and Audit Committee agreed that Statements of Required Management Practice should be redeveloped into management guides. The more helpful signposting style of management guides was considered to be a more appropriate and practical way to support KCC managers.

2.   Development of the management guides

2.1   The nine management guides cover the following management topics. The content for each guide has been developed by the KCC unit that oversees that area of the business, working with Policy and Strategic Relationships who are responsible for the development of the management guides.

Management guide topic (author)	Brief description	Supporting tools / templates
1. Managing the council's performance (Richard Fitzgerald, Performance Manager, BSS)	Explains the open and honest performance management culture, guides managers through the performance management cycle and explains performance management responsibilities at all levels of the council.	Including guidance on target setting and defining performance indicators, data quality policy, quarterly performance report guidance and 10 principles of good performance management.
2. Managing risk (Mark Scrivener, Corporate Risk Manager, BSS)	Introduces the principles of KCC's Risk Management Policy and guides managers through the four steps that they need to follow to effectively manage risk.	Various more detailed guidance on the stages of identifying and managing risks, an introductory guide for new staff and the risk register sheet.
3. Business and financial planning (David Whittle, Head of Policy & Strategic Relationships and Paul McCallum, Strategic Finance, BSS)	Explains the principles of good financial and business planning sets out the business and financial planning framework, and provides guidance on developing a divisional business plan.	Tools for completing a divisional business plan including the template, guidance, checklist and timetable. Also documents on roles and responsibilities and the tiers of formal business planning.
4. Programme and project management (Jeremy Blackman, Business Transformation Programme Manager, C&C)	Sets out the principles and methodology of programme and project management in a series of stages for staff to adapt to specific programmes and projects.	Extensive supporting documents including a comprehensive library of templates to use for programme and project documentation.
5. Information governance (Elizabeth Barber, Records Manager and Caroline Dodge, Team Leader Information Resilience & Transparency, BSS)	Clearly explains the key legislation related to information governance and the principles of managing information that managers must follow.	Links as well as government guidance on information and transparency and will shortly link to the recently approved suite of new KCC information governance policies and factsheets.

6. Procurement (Henry Swan, Head of Procurement, BSS)	Explains how the category management approach changes the way that we buy goods and services, and what staff should do if they need to undertake a procurement exercise.	Links to procurement 'How to buy' guides for different goods and services, guidance on using the iProcurement system and guidance and form templates for different types of procurement exercises.
7. Customer Service (Peter Brook, Partnership & Change Manager, C&C)	Sets out how we should work so everyone is clear how they contribute to delivering the Customer Service Strategy.	Includes diagrams to explain concepts like channel shift and customer journey and KCC's customer service principles.
8. Consultation and engagement (Steve Charman, Head of Consultation & Engagement, C&C)	Explains actions that managers can take to ensure residents and service users are at the heart of everything we do by embedding equality and diversity, community engagement and consultation in our work.	Includes guidance on what the Consultation & Engagement team can do, engagement tools available and ten consultation principles.
9. Communication (Marcus Chrysostomou, Head of External Communications, C&C)	How to promote a strong KCC brand that everyone can identify with using a consistent 'one council' approach to promoting our services to the public.	Links to KCC corporate guidelines on branding etc and explains how Communications can support managers.

2.2 Importantly, each management guide clearly explains who to contact for further help and support.

2.3 Appendix 1 shows screen shots of the management guide introduction and index page on KNet.

2.4 It was anticipated that all of the management guides would be published by the end of September 2012. The first four guides were published by September, with the following two published shortly afterwards in October. The final three guides were published in February 2013. It was necessary to delay the publication of some of the guides due to changes that have impacted on the content. For example, the Communication guide has been shaped by KCC's Communication Strategy 2013/14 and corporate branding guidelines, which were only approved in January 2013. The high workload of the Internal Communications Team has also contributed to the later publication of some of the guides on KNet.

2.5 Throughout the development of management guides, staff have received regular updates and alerts through KMail and KNet features. In February, the full set of management guides were launched to staff through KMail, a feature on the front page of KNet and a film by Roger Gough. These initial communication messages aimed to alert staff that the management guides were available, explain how they will help them and encourage

them to view and start using the guides. Communication with staff will continue as explained in section 3 of this paper.

2.6   The only management guide in the proposed list provided to Governance & Audit Committee in April 2012 that has not been taken forward is on 'Governance and Decision Making within KCC'. Following discussions with Legal and Democratic Services, it was concluded that the format of management guides was not suitable for this issue, and instead Legal and Democratic Services are developing more formal guidance for staff. However, in the interim, Corporate Communications are working with Democratic Services to publish some simple guidance for staff on what they should do if they identify the need for a formal decision, including signposting to the relevant Cabinet Member's Staff Officer for further advice on the process.

2.7   The nine published management guides have been approved by the Head of Policy & Strategic Relationships and Cabinet Member for Business Strategy, Performance and Health Reform. This approval process was agreed by Governance and Audit Committee on 18 April 2012.

3.   Reaction of staff so far

3.1   Early indications are that a good number of staff are aware of management guides and have looked at the content on KNet. Updates sent out in KMail have received high interest, with nearly 400 staff clicking through to the management guides page from the feature in KMail in February. This is higher than usual for a KMail feature.

3.2   To give an indication of how frequently the management guide pages are being accessed, in the three weeks following the launch of management guides to staff on 14 February, there have been a total of **2,793** visits to the management guide pages. The management guides section of KNet has been the 7th highest visited section during this period.

3.3   Informal comments and feedback received by Policy & Strategic Relationships suggests that the management guides have generally been well-received, with staff finding the accompanying 'toolbox' of templates, policies and tools for each management guide particularly helpful.

3.4   An example of how the management guides are already supporting staff to carry out management activities is business planning. The management guide on business and financial planning has for the first time brought together everything that managers need to complete their divisional business plan, and has been well-used in the development of the 13/14 plans. Staff have reported that the guidance provided by the management guide and the convenience of being able to access the template, guidance

note, timetable and other key documents in one place has made the process easier. We will continue to refine and improve the process and guidance for staff.

3.5   This initial information shows that staff are aware of management guides and a significant number have accessed the content on KNet, have started to use them in their work and are generally finding them helpful. This is an important first step in embedding the ways of working that management guides describe into our day-to-day work. The move away from Statements of Required Management Practice to more informal, supportive management guides encourages staff engagement by providing helpful, accessible guidance that they want to use, rather than by trying to enforce standards.

3.6   It will be important to continue to raise the profile of management guides so that staff continue to use them in their everyday work and they are not forgotten. We will continue to promote management guides to staff through monthly features via KNet and KMail over the coming year, focusing on a different management guide each month. Features will be scheduled around business processes that happen throughout the year - for example the financial and business planning management guide will be featured in the spring when the business planning cycle begins. Updates and reminders will also be included in Directorate newsletters and other appropriate communication opportunities.

4.   Next steps - maintaining the guides

4.1   It is important that management guides remain up to date as our organisation continues to change. Management guides have been published as live KNet webpages so that they can be instantly updated as required. Policy & Strategic Relationships will work with the management guide authors to make revisions and improvements as needed, and there will be an annual review of the content to check that it is still current and relevant. Feedback from staff via a short survey will also be used to make improvements.

4.2   As agreed by Governance & Audit Committee, the content for management guides has been approved by the Cabinet Member for Business Strategy, Performance and Health Reform. Going forward, it is recommended that any changes to existing management guide content can be approved by the Head of Policy & Strategic Relationships without the need for approval by the Cabinet Member. This will help to quickly make any necessary changes to keep the guides up to date.

4.3   In the future, the need for management guides on new topics may be identified. It is recommended that the content for any new management

guides continues to be approved by the Head of Policy & Strategic Relationships and the Cabinet Member for Business Strategy, Performance and Health Reform.

5.   Recommendations

5.1   Governance and Audit Committee is asked to:

a. AGREE that any necessary revisions and updates to existing management guides can be approved by the Head of Policy & Strategic Relationships.

b. AGREE that the content for any new management guides continues to be approved by the Head of Policy & Strategic Relationships and the Cabinet Member for Business Strategy, Performance and Health Reform.

c. DECIDE whether Governance and Audit Committee wishes to:

    i.   continue to receive for assurance an annual update on management guides

    ii.   agree any significant changes to the approach or purpose of management guides

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Appendix 1 - Screenshots of the management guide introduction and index page on KNet

Kent County Council

KNet
Welcome to Kent County Council's Intranet

Search the phonebook and the site

Search this site...

Advanced Search

KNet | Working at KCC | Our Council | Managing at KCC | Find the latest | I need a service

You are here: → KNet → Our Council → Management guides an introduction

The structure of KCC
- Our current structure
- Restructures
- Our brand and logo

Why we do things
- Our strategies and direction
- Our values, competencies and behaviours

How we do things
- Our policies
- Our business plans
- Ways of working - business as usual

People search

First Name:

Last Name:

Search

Management guides

The KCC way to approach management tasks.

MG 1 - Managing the council's performance

Bold Steps for Kent and other strategies set out what we want to achieve - performance management is how we know if we are on track, and how we plan corrective action if needed.

MG 2 - Managing risk

Managing risk is everyone's responsibility. It is important to remember that if you are accountable for achieving an objective, you are also accountable for managing the risks to achieving it.

MG 3 - Business and financial planning

The aim is to develop and deliver effective plans that make sure we meet the needs and demands of local people and communities living in Kent in a financially sustainable way.

MG 4 - Programme and project management

The principles and methodology of programme and project management are set out for you to adapt according to your needs, plus practical guidance, tools, templates and supplementary information.

Cabinet Member Roger Gough says that management guides are the way to go

Management guides

Other useful pages

Managing change, including managing restructures, communicating during change and supporting staff
Managing staff issues, including staff performance and conduct
How to recruit staff

Kent Manager Standard

These guides are referenced in the Kent Manager Standard training modules, so understanding the principles they contain could contribute towards your final accreditation.

Search

The principles and methodology of programme and project management are set out for you to adapt according to your needs, plus practical guidance, tools, templates and supplementary information.

MG 5 - Information governance

Information is an asset that needs to be managed in the same way as other assets (eg staff, buildings, equipment). Learn about the legislation and the key principles of information management to be aware of.

MG 6 - Procurement

The category management approach changes the way that we buy goods and services. Use this management guide to make sure that you are doing it right.

MG 7 - Customer service

Setting out how we should work so everyone is clear how they contribute to delivering the Customer Service Strategy.

MG 8 - Consultation and engagement

This guide explains actions that managers can take to ensure residents and our service users are at the heart of everything we do by embedding equality and diversity, community engagement and consultation in our work.

MG 9 - Communication

How to promote a strong KCC brand that everyone can identify with using a consistent 'one council' approach to promoting our services to the public.

principles they contain could contribute towards your final accreditation.

Contact

If you have a query about Management Guides, please contact Jenny Dixon-Sherreard.