

Strategic and Corporate Services Directorate
New Structure



CONTENTS

- 1 Introduction
- 2 Background and context
- 3 The Proposal
- 4 Impacted Staff
- 5 Equality Impact Assessment
- 6 Mitigation to Avoid Dismissals on the Grounds of Redundancies
- 7 Timescales
- 8 Communication & Consultation
- 9 Support Available for Staff

1 Introduction

- 1.1 This document outlines the proposal to consult upon changes to the Senior Management structure within Strategic and Corporate Services Directorate.
- 1.2 The consultation process will run from 18 December 2014 to 23 January 2015 during which time staff will have the opportunity to provide comments/feedback and/or alternative proposals. A final position will be confirmed once the consultation process has ended and all input has been duly considered.

2 Background and context

- 2.1 The new operational framework for the Authority described in the Facing the Challenge County Council paper in December 2013 brought additional whole council support services into a new Strategic and Corporate Services (ST) Directorate to sit alongside the support and professional services previously part of the Business and Strategic Services Directorate (BSS). The functions in the new Directorate are:

- Business Intelligence
- Consultation and Engagement
- Corporate Assurance
- Customer Services (including Contact Point*, Gateways, channel shift, customer service strategy)
- Democratic services
- External Communications, including digital services*
- Finance*
- HR*
- ICT*
- Internal Communications*
- Legal Services*
- Policy and Strategic Relationships
- Procurement
- Property*
- Strategic Commissioning

Some or all of the services marked * are subject of the Phase 1 service and market engagement reviews.

- 2.2 The December 2013 Facing the Challenge County Council paper recognised that the level of review underway in the Directorate made any senior level restructure for 1 April 2014 impractical and inappropriate. Interim management arrangements for the services transferring into the new Directorate from Customer and Communities were therefore finalised and implemented.
- 2.3 Decisions on the start of formal consultation for the new Directorate needed to align with the results of the service review and market engagement processes and Member decisions on the overall commissioning model. There is now

sufficient clarity to begin conversations about the new shape of the Directorate.

3 The Proposal

3.1 The proposed approach and structure described below is intended to deliver these objectives. It is providing a new shape for the Directorate, but it should be noted that this proposal covers only senior roles in the Directorate and will be the focus of this formal consultation. Please also note that working titles have been used for the new roles, and these are likely to change before implementation. Please do feel free to suggest alternative titles if you wish.

3.2 Commissioning Model

How KCC implements and manages the move to a Commissioning Authority is of particular relevance to this Directorate. As with all other Directorates, the role of commissioners and managers who specify services and service strategy (whatever the delivery model), act as the “intelligent client” and oversee management of the contract or SLA must all be clearly defined. In addition, new responsibilities for corporate oversight of the Authority’s commissioning framework have to be built into new roles and clearly defined.

The approaches adopted by other Authorities is being used to inform both the shape of the ST Directorate and the broader approach to Commissioning.

3.3 The role of Head of Paid Service

The Corporate Director Strategic and Corporate Services is designated Head of Paid Service (HoPS) and as such is the most senior postholder in the Authority.

The role of the HoPS is evolving as the organisation transforms and is becoming more critical and demanding. As well as taking responsibility for all aspects of the running of and service delivery in his Directorate, the CD ST also has organisation wide responsibilities and the Council has a statutory obligation to ensure he has the necessary resources to discharge these increasing responsibilities. This is an important factor in the restructure of this Directorate and also provides an opportunity to ensure the wider governance arrangements in place for the Head of Paid Service are appropriate and robust.

The proposed structure for the Directorate aims to ensure the role is supported effectively. It:

- Reduces the number of direct reports
- Groups services and responsibilities in such a way to allow the CD ST to expect his senior officers to provide more integrated advice and thinking.
- Introduces a role which will provide a single point of expert advice on the definition and implementation of the “commissioning authority”

- Formalises responsibility for a deputy to deal with any directorate related issues as and when needed.

3.4 Overall Shape of the Directorate

Broadly, it is proposed to organise the Directorate to undertake three distinct roles:

- Corporate Strategy – Providing Members and Chief Officers with support and information to set the overall strategic direction for the Council and to assure that the organisation is meeting its strategic priorities through ownership of the corporate policy, risk and performance frameworks
- Specialist commissioning support – Providing decision-makers and commissioners at the strategic and operational level with support which requires specialist skills or call off arrangements not embedded in commissioning officers (e.g. procurement, business analytics)
- Corporate services – The corporate support services required for KCC to “open the shop” as a council, either through in-house teams or via an intelligent client function, with services delivered through alternative delivery vehicles or outsourced partnerships.

The suggested roles and proposed overall Directorate structure is shown at **Appendix 1**.

Currently, the Corporate Director Strategic and Corporate Services (CD ST) has 5 Corporate/Director reports, plus two senior Heads of Service; the interim lead manager for the CPO and one temporary additional Director who is managing the Communication, Consultation and Engagement Division on an interim basis. The suggested structure sees these nine posts reduce to six.

3.5 Finance and Procurement

Appendix 2 shows the suggested structure for Finance and Procurement.

The role of Section 151 officer remains critically important for the Authority and the Corporate Director Finance and Procurement post will remain largely unaltered in recognition of the very significant workload at this time of unprecedented financial pressure and change. One change will be that the Section 151 officer will though have a greater and more explicit role in relation to project and programme assurance.

The only proposed change in staffing is the transfer of the Risk team into this Division in recognition of the close links to Audit, Insurance and Financial Assurance and inevitability of all risks having potential financial impact. Also one or two additional financial assurance roles may be added to the Division.

The procurement function is part of the Phase 2 service reviews. The Payments, Assessment & Income and Insurance teams are currently part of

the back office procurement activity and the first two will transfer into the Business Services Centre. These services will be commissioned from within Finance, hence the reference to the Intelligent Client Function which will be provided for both Finance and Procurement delivery activities.

3.6 Strategy, Policy, Relationships and Corporate Assurance

In the first phase of transformation it has been appropriate to separate programme assurance and business performance evaluation from strategic policy support. However, as the principles and concepts behind assurance and evaluation are now established and embedded, it is the right time to recognise the undeniable synergy between these functions and the overall strategic direction of the Authority. The Authority's "Analyse, Plan, Do, Review" cycle will benefit from pulling together the support for defining and articulating strategic policy with the team providing the assurance on the effectiveness of the delivery of the strategy and the people evaluating the performance of the business. The corporate assurance function will be part of the Division and this function will have a significant role in providing constructive challenge and support in relation to performance against key and agreed change and transformation programmes.

The need to ensure that strategic relationships are maintained to support delivery of the Authority's priorities remains important and valid and therefore this function remains a key role for this new Division.

This Division will need to establish close working relationships with not just service Directorates but also other Divisions in ST, most notably Strategic Business Support in relation to their responsibility for business analysis and the engagement and customer strategy team in Engagement, Organisational Design & Development Division.

The shape of this new division is shown at **Appendix 3**.

3.7 Infrastructure

The focus for this Division will be the development of the overarching strategy and service specification for two of the key support services, Property Infrastructure and ICT, which are increasingly interrelated and on which the future success of the Authority is heavily dependent. It is intended that the Director is Head of Profession for one of these two services and will be supported by a senior Head of Profession for the other. The Director will recommend, define and implement the strategic direction for Property Infrastructure and ICT, ensuring it aligns to and supports corporate strategy and objectives. The Division will provide Intelligent Client functions to manage service delivery of ICT and Property Infrastructure services through contract arrangements with whichever delivery vehicles are agreed.

The Director of Infrastructure will also have responsibility from April 2015 for the Business Service Centre which will provide transactional HR, ICT and Finance services and traded services to external customers in these

professions, and Contact Point. If the BSC and Contact Point are moved to a new service delivery model later in 2015/16, the direct management responsibility will cease, but commissioning Property and ICT services will remain the responsibility of this post.

The shape of the Division is shown at **Appendix 4**.

3.8 Strategic Business Development & Intelligence

This is a new Division. It brings together activities which will be critical to enabling the County Council to move towards its goal of becoming a commissioning Authority and a range of services which will support effective commissioning. It will also lead on effective contract management, although the intelligent client function will rest with the Heads of Profession for each commissioned service, both in ST and the other service Directorates.

The Division will include the following functions:

- Research and evaluation
- Data analysis
- Customer Intelligence
- Market Intelligence
- Specialist Contract Support
- Traded Services support

The proposed organisation structure for the Division at **Appendix 5** shows how these functions could be grouped into three distinct teams covering business analysis, Strategic commissioning framework and evaluation, and contract management.

The Facing the Challenge objective to move KCC towards being a commissioning Authority requires a strong corporate focus on planning what type and level of services are required. The need to have a strategic approach to our commissioning framework was agreed by County Council last year and therefore a professional corporate team will be established to embed the necessary arrangements, including a framework to ensure robust internal challenge and contestability within KCC. It will recommend how we can improve our capacity to undertake market development and market shaping activities, define the skills required for staff engaged in commissioning activity, identify opportunities for joint commissioning across the Authority (and with partner organisations), and develop a mechanism to monitor the effectiveness of our commissioning activity, signing off devolved commissioning arrangements.

The corporate team will also ensure the strong client model outlined in Facing the Challenge through developing a best in sector commissioning and procurement approach that has the capacity to effectively decommission and re-provision services as the need arises, adopts a commercial approach to contract management across all service provision, whether internal or

external, and has the ability to shape markets and undertake market development to encourage new providers to create new markets.

In addition the unit will consider how to build capacity in terms of contract management and be involved in the monitoring of compliance and the mechanisms for the collection of data on service outcomes. It will ensure the effective and robust management of the Council's contracts for major outsourced services.

The Director of the unit will be the client for and manage the Authority's Strategic Partnership contract.

This new unit will also pull together business and customer information to provide corporate oversight in relation to both directly delivered and commissioned services and inform effective scrutiny of business performance across the Authority, which will be undertaken in the Policy, Relationships and Corporate Assurance Division. It will also provide support to the business in the effective analysis of business and customer data and be the source of market intelligence.

The need to improve the level of skill in effective analysis of "data" is seen as crucially important to achievement of the FtC objectives across the Authority. The improvements in this area will be led by this unit who will specify and commission models for data analysis, skills development interventions and the resource to carry out data analysis in the interim. The unit will provide the corporate research facility for the Authority. A further critical change and improvement will be to integrate the data from customers and the market into the business intelligence and monitoring cycle. The resident survey will be commissioned by this function and data from complaints and other customer feedback, including Healthwatch, will be analysed here.

As the organisation moves to a more flexible model of service delivery with potentially a number of services becoming arm's length but wholly owned trading entities, there is a need for this senior post to have oversight of the transition process and the corporate governance of these entities. The role could, over time, take responsibility for market engagement reviews.

3.9 Engagement, Organisation Design & Development

The role of the head of profession for HR will continue to be critically important to the Authority even as the directly employed workforce shrinks. A role at Corporate Director level with responsibility for employment practice and policy, strategic organisation and workforce development and organisation design is therefore retained in this new structure. However, the nature of the role will change as the directly employed workforce shrinks and there is more emphasis on how the Authority, both as a commissioner of services and a community leader, exercises influence in employment practices and skills development across different sectors and a wide range of contingent workforces.

There is an opportunity to take a more integrated approach to engagement with Kent residents and external stakeholders and through this a more holistic approach to organisation development and design, ensuring that the customer is systematically put at the heart of our service delivery models.

It is therefore proposed that a new role of Corporate Director Engagement, Organisation Design & Development is introduced into the structure with responsibility for HR, including organisation design and support for service redesign; Health and Safety; Organisation Development, including for contingent and commissioned workforces; and Engagement, including the customer service strategy and internal communications, and delivered through external communications, and the consultation and equalities teams. This grouping of services will allow sharing of best practice across different strands of engagement activity, both internal and external; retain the strategic and practical delivery elements of the Authority's customer service approach in one Division; enable benefit to be achieved through a much closer alignment between direct customer experience and the organisation development of the staff delivering those services. All organisation design support activity will sit in this Division.

The responsibility for commissioning HR services and the "intelligent client" responsibilities will rest with this post.

The postholder will be expected to operate as the deputy to the Corporate Director Strategic and Corporate Services.

The proposed structure for the Division is shown at **Appendix 6**

3.10 Director of Governance and Law or General Counsel

Facing the Challenge necessitates a rigorous and corporate approach to governance and compliance. The impact of this will be felt and enacted across all parts of the council and throughout the Directorate, but will have a particularly significant impact in two areas of the new structure. The first is in Commissioning support and Strategic Policy and the second is in areas which come under the remit of Director responsible for governance and legal services.

The exact nature of this role will be dependent on the outcome of the current procurement process for Legal Services. If for any reason the joint venture outcome is not achieved, the current Director of Governance and Law role will continue unchanged. If the probable outsourcing of the delivery of Legal Services does happen, a new role of General Counsel will be established. The role will include becoming the Authority's senior lawyer and will commission KCC's legal services providing the intelligent client function.

The General Counsel will encompass Monitoring Officer responsibilities and logically therefore the Democratic Services function. Similarly, it makes sense for this role to be the SIRO and therefore manage the Information Resilience and Transparency team.

A structure chart which shows the Division if the changes to the Legal Services delivery model are agreed later in the year is shown at **Appendix 7**.

It will be important for the Director of Governance and Law/General Counsel to be a substantive member of CMT and Corporate Board.

4 Impacted Staff

- 4.1 The following current posts are impacted by these proposals as there are changes to the current roles and responsibilities.

Post title	Grade	Existing number of posts (FTE)	Impact of Proposal
Corporate Director Finance & Procurement	KR18	1	Post deleted
Corporate Director Human Resources	KR18	1	Post deleted
Director Governance & Law	KR18	1	Post deleted if Legal joint venture goes ahead Post unaffected if Legal remains in KCC
Director ICT	KR17	1	Post deleted
Director Property & Infrastructure	KR17	1	Post deleted
Head of Policy & Strategic Relationships	KR16	1	Post deleted
Head of Business Intelligence, Performance & Risk	KR16	1	Post deleted

4.2 It is proposed the following new/amended posts will be created in the new structure

New Post title	Grade	Number of posts (FTE)
Corporate Director Finance and Procurement	KR18	1
Corporate Director Engagement, Organisational Design & Development	KR18	1
General Counsel	KR16	1
Director Infrastructure	KR17	1
Director Strategy, Policy, Relationships and Corporate Assurance	KR17	1
Director Strategic Business Development & Intelligence	KR17	1

Appendix 8 outlines the proposed job descriptions.

4.3 The date it is intended that the proposed changes will take effect from will be 1 April 2015

5 Equalities Impact Assessment

5.1 An initial screening of this document has been undertaken to inform an Equalities Impact Assessment.

5.2 A copy of the initial screening can be found in **Appendix 9**.

6 Mitigation to avoid dismissals on the grounds of redundancy

6.1 The approaches being used as part of the restructure are:
Slotting - If a post is largely unchanged in the new structure it can be considered as a possible 'slot' for the post holder if the following three conditions are met:

- the job must be the same grade as before the reorganisation,
- there are the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in terms of job accountabilities, activities and broad objectives.

Ring-Fence recruitment - posts that have been created in the new structure will be 'ring-fenced' in the first instance to those staff who have not been slotted.

At Risk - Any employees who are not slotted or appointed to a new post following the ring fenced exercise will receive 'at risk' status.

7 Timescales

- 7.1 The timetable below provides a guide to the key dates in the process. Please notes these dates may be subject to change

Event	Date
Start of formal consultation period	18 December 2014
End of Consultation	23 January 2015
Feedback and Final proposal announced	From 24 January 2015 to 2 February 2015
Staff notified of personal status	By 16 February 2015
Start of Recruitment and selection into new posts	From end February 2015
Implementation of new structure	1 April 2015

8 Communication & Consultation

- 8.1 We invite staff directly affected by this consultation to give feedback and questions on the proposal or any counter-proposals you may have in writing to David Cockburn via Kerena Hunter, HR Manager email: Kerena.hunter@kent.gov.uk by 23 January 2015. Feedback can be given on the whole Proposal, or just particular aspects of it.

The relevant trade unions have also been given the opportunity to give feedback. Non directly affected staff within Strategic and Corporate Services Directorate are welcome to submit any feedback via the HRATChange@kent.gov.uk email box or through trade unions if preferred.

- 8.2 Once the consultation process has ended all feedback and input will be duly considered. This may mean that the proposal changes to reflect the feedback received. The final structure will be communicated to staff and the trade unions after this consideration has taken place and will be presented to County Council on 12 February 2015.

- 8.3 Information regarding the proposal will be available on Knet for staff to view via the link below:

<http://knet/Change/Pages/Strategic-and-Corporate-restructure.aspx>

9 Support available for staff

- 9.1 We recognise that any change process can cause uncertainty and be unsettling for staff. To help staff through the process the following support is available.

Support Line – this is a free service offered by KCC allowing staff up to a maximum of seven free sessions of counselling a year It is totally confidential and to make an appointment please contact Support Line as follows:

- Tel: 01732 526910
- Email: supportline@kent.gov.uk

- 9.2 If you are a member of a trade union they are able to offer support. We recommend you contact them direct if you require additional support.

- 9.3 Further information regarding managing change is available on KNet. This can be found at: <http://knet/ManagingatKCC/Pages/changes-in-your-team.aspx>

This page contains links to the following pages and documents which may be of interest to you:

- I-resilience – an online tool to help you identify and improve how you manage pressure , particularly during periods of change
- Redundancy – Frequently asked questions
- Redeployment – Frequently asked Questions
- Blue Book – Section I
- Redundancy and Redeployment Guidance