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**To:** Policy and Resources Cabinet Committee

**Date:** 14 March 2016

**Subject:** The Engagement Organisation Design and Development Division

**Classification:** Unrestricted

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**Summary:** This paper updates Policy and Resources Committee on the service redesign activity across the Engagement, Organisation Design and Development division and on its operating model for providing professional advice and support across the Authority.

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## **1. INTRODUCTION**

- 1.1 The Engagement, Organisation Design and Development Division was established in April 2015 as a result of the restructure of the Strategic and Corporate Services Directorate.
- 1.2 The Division brings together a number of professional functions which, when aligned with each other and the Authority's strategic outcomes, can make a major contribution to supporting transformation.
- 1.3 Each of these functions has been reviewed since April 2015 and the service offer has been redesigned to ensure that the whole Division can operate to provide an effective, professional and integrated service to KCC.
- 1.4 The redesign has taken full account of the move to become a commissioning authority and has had to plan for reduced resources. This has meant a relentless focus on outcomes.
- 1.5 The sections below look at the structure of the Division and the responsibilities of each of the functions within it, but also explains the commissioning and delivery approaches which will ensure successful service delivery.

## **2. PURPOSE OF THE DIVISION**

- 2.1 The Strategic Outcomes for the Authority place the customer firmly at their centre.
- 2.2 The functions that have been brought together under the Corporate Director of Engagement Organisation Design and Development will ensure a clear and seamless alignment to support the principle of customer centric services becoming reality.
- 2.3 Customer insight and intelligence (including that gathered through formal consultation) will inform both how service users and residents what to be communicated with and what they expect from their services and the people who deliver them. This can be linked directly to communications strategy, fed into how our services are designed and commissioned and used to inform workforce development and planning.
- 2.4 The Division has aimed to ensure its structure and way of working will facilitate coherent communication both internally and externally about all aspects of service provision from strategic to the front line operational and meaningful engagement with staff, stakeholders and residents.

## **3 STRUCTURE**

- 3.1 The redesign work undertaken has resulted in new structures across the Division. The structure for service delivery from April 2016 is shown at Appendix 1.
- 3.2 However, more than ever, these structures have resulted from comprehensive work to identify the outcomes required from each of our functions, the need to move to a clear commissioning model for the delivery of all our activity and a realistic view of the on-going financial and resource reductions. This has not been a traditional top down restructure and the organisation design canvass has been fully utilised to reach our conclusions.
- 3.3 The approach to service redesign saw both the staff in the Division and key customers and stakeholders from other parts of KCC fully involved. Staff have been able to have ongoing input into the design of the culture of the Division and have grasped the opportunity enthusiastically.
- 3.4 A brief description of each function within the Division is provided in the rest of this section.
- 3.5 **Health and Safety**
  - 3.5.1 A complete support service for sensible H&S management:

- Creative solutions; advisory and risk profiling
- Supporting Alternative Service Delivery Models with transition & commissioning / procurement
- Investigation & support to managers around accidents / incidents
- Pressure & change management support and tools
- Audits & assessments / case management

### 3.5.2 Staff Care Services:

- Support Line
- Confidential counselling to help work through things that impact on / affect life and help individuals find ways to deal with them  
Occupational Health
- Promotes, maintains and protects the health & wellbeing of employees
- Early referral & assessments; how health can affect fitness for work; how work can impact on health

## 3.6 Business Partners

- Leaders for individual Directorates on HR and representatives for all activities delivered by the Division
- Help senior managers drive transformation to meet future business goals
- Provide strategic HR counsel that enables managers to turn business strategy into effective business practice
- Anticipate critical HR, communication and engagement related problems and issues and commission solutions.
- Jointly develop the authority's strategic HR approach and ensure the strategy is delivered
- Strategic point of contact across the EODD community representing business specific needs.

## 3.7 Engagement and Consultation

### 3.7.1 Create conversations

- Timely information across the organisation
- Support collection and response to complaints, feedback and compliments from customers

### 3.7.2 The right support in the right way to deliver change

- Expert support on communication with staff
- Expert support on consultation

### 3.7.3 Space to collaborate

- Working with networks of Managers and staff, building advocacy for KCC
- Sharing learning and experiences

### **3.8 Business Client and Management**

3.8.1 Lead on all the business activities that underpin delivery of our services across the division. A taste of these are:

- Budget management and monitoring
- Business planning and performance management
- Divisional communications
- Client for HR services provided by the Business Services Centre
- Administer the Help Fund
- Administer Member Grants
- Media monitoring

### **3.9 Organisation Development**

3.9.1 This small team provides the organisation's Organisation Development strategy and OD Plan and commissions delivery in relation to:

- Workforce planning, succession planning and talent management
- Resourcing, resilience and retention
- Skills development – new skills, competence and confidence.
- Leadership and management development
- Knowledge management / transfer
- Culture / The way we do things

### **3.10 Kent Communications**

3.10.1 This service has been affected by a number of factors, including KCC's move to becoming a commissioning authority, and an organisation-wide drive to review costs in the light of budget cuts to ensure that taxpayers are receiving value for money. Other decisions affecting the team include digital services moving to a third party provider and the launch of a new Creative Services Framework, which will see the introduction of a roster of local design, print, advertising and media agencies. In the macro-environment, national issues demanding a change in strategic response from the communications function include devolved resource from central government, the environmental impact of construction on the county and the longer-term crisis brought about by migration from Europe.

3.10.2 The redesign of the function will increase the strategic service offered by the department, and offer KCC a more flexible and coordinated resource, grouping functions together to facilitate better collaborative working. It will help turn the department into a proactive partner, encouraging investment in the local economy through commissioning outsourced creative, production and distribution. It will raise Kent's national profile through revised ways of working and the introduction of an opinion leader strategy, introduce a "digital first" approach and help position KCC more competitively in readiness for market engagement in the marcomms sector.

3.10.3 The new structure sees functions merge into fewer, larger teams:  
Press, events and community liaison become a single unit, with an increased focus on digital communication and an enhanced remit to include public affairs. Marketing activity, digital and creative also join together. Three new Communications Commissioners will work with the service directorates to create strategic plans with agreed priorities. The Customer Experience Team merged with the new department.

### **3.11 Human Resources**

3.11.1 This professional expert function develops organisational HR strategy, commissions organisational HR activity and delivers HR and OD commissioned activity to meet the business needs of both the corporate organisation and the service directorates.

3.11.2 The HR function, led by the Head of HR, will be responsible for developing strategy and/or commissioning activity (internally or externally) and delivering activity in the following areas:

- Reward, performance management, terms and conditions, equality, employee engagement, resourcing (including employment and deployment)
- Organisation Design (transformation, change management, process redesign, organisation structures, including spans and layers, job design, critical roles)
- Business Intelligence
- Systems and self-service development
- Health and Wellbeing
- Employee Relations

3.11.3 In addition the HR function will deliver activity commissioned by OD.

3.11.4 Within the HR function there will be discreet strategy and commissioning capacity in the form of flexible strategists who can work across the HR spectrum. These strategists will not have any people management responsibilities, devoting their time to strategy and commissioning, which will strengthen and develop HR's capacity in these areas. These roles will work closely together, collaborating with the OD strategy roles to ensure a single approach to the development of strategy and commissioning across HR and OD which presents as a single route through to delivery, via the programme and project management arrangements which are being developed.

3.11.5 The delivery of HR and OD commissioned internal activity and the maintenance of core activity to support HR and OD operational processes, will be provided through a discreet flexible pool of resource which is able to respond to and deliver commissioned activity. From the point of commissioning, through to delivery and review the resource pool will be managed from a single point

3.11.6 The bringing together of all HR and OD internally commissioned delivery activity provides the opportunity to remove duplication and to streamline processes. The establishment of the programme and project management arrangements will enable resources to be targeted and allocated efficiently to maximise capacity aligned to business priorities, ensuring the right things are done at the right time.

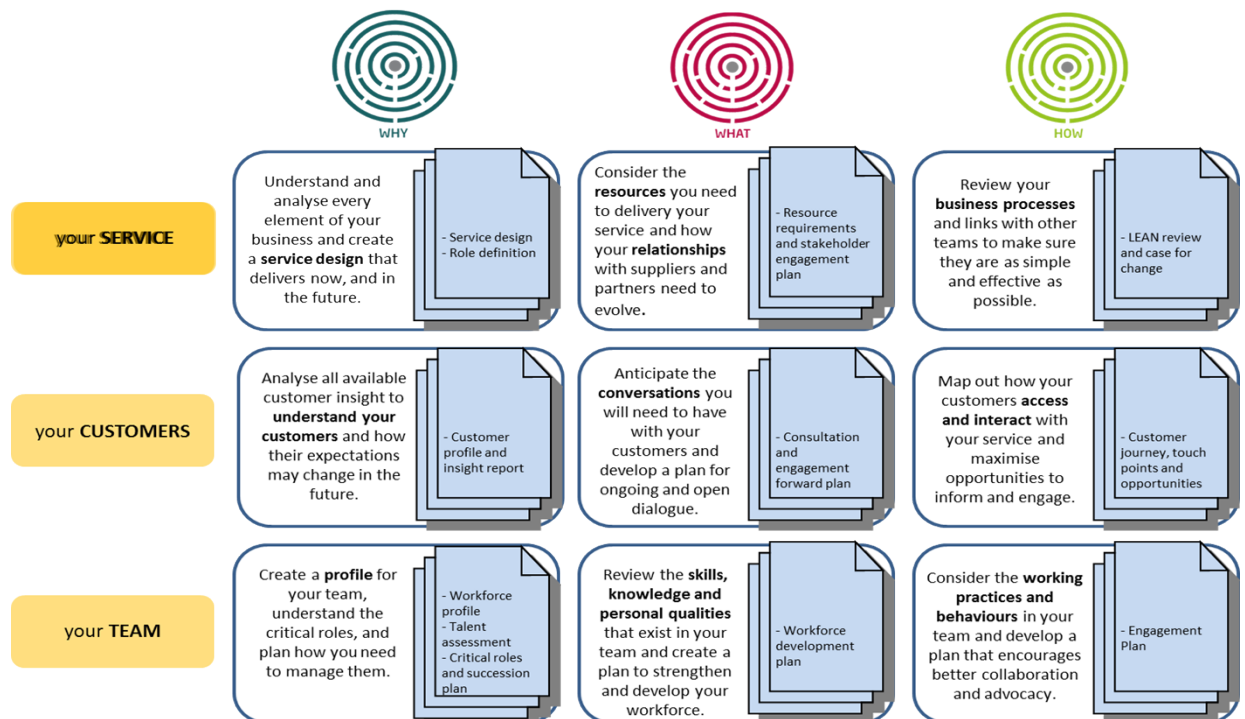
#### 4. Service Delivery Model

4.1 The principles underpinning the service delivery model for the functions across the Division are as follows:

- Flexible – activity/services can be added or removed without corrupting the model/structure to ensure future proofing
- Enables a flat structure – decisions will be made as close to the front line as possible
- Work is organised in a way that enables the achievement of efficiencies and best serves the needs of EODD, realizing savings.
- The model must support collaborative working and is underpinned by project management and commissioning principles. It will have a strong, coherent commissioning focus
- The model puts the “customer at the heart”.

4.2 These principles, the overall purpose of the Division and the way we intend to work with managers and stakeholders across the organisation have been depicted in the following diagram:

#### 9 conversations...9 chances to change



## **5. Commissioning in Engagement, Organisation Design and Development**

- 5.1 The Divisional Management Team is responsible for ensuring that clearly defined outcomes for all service delivery is commissioned and reviewed using the analyse, plan, do, review model.
- 5.2 The service delivery model includes a number of roles with responsibility for strategy and commissioning who are distinct from the delivery functions through the Division.
- 5.3 Some of the services which are the responsibility of these functions are commissioned from others outside the Division. Agilisys deliver customer contact and digital services and the Business Services Centre, part of the Property and Infrastructure Division deliver transactional HR and OD services including payroll, learning and development and recruitment.
- 5.4 As mentioned in section 3.10.1, we have also put in place print and creative services frameworks.
- 5.3 For HR, a commissioning and performance management group has been established with the following terms of reference:
  - Determine and agree OUTCOMES for HR with main focus on corporate and service CUSTOMERS, but recognise that the group will need to continue to be responsive to changed demands and needs
  - Commission ANALYSIS of key data and current performance, commission specific business intelligence for analysis and receive and consider relevant reports
  - Create a prioritized PLAN for HR with timescales and identified lead officers and ensure it takes a programme management approach. It will be important that this Plan includes support for service directorate change projects, and not just for KCC HR strategy
  - Commission ACTIVITY from within HR, from the Business Services Centre, and from elsewhere, with required outputs
  - REVIEW progress, agree actions to address challenges and concerns including any potential impact on other KCC work programmes, and consider new opportunities that arise if they will contribute to achieving agreed outcomes. Also act as escalation point for issues of conflict, priority or competition for resources that arise in the Programme/Project Group.
  - Receive reports from the Business and Client Manager, and from Strategic Business Development and Intelligence, on the MONITORING of services that have been commissioned under ongoing contracts/SLAs. Also receive for approval reports from HR Policy Group where any decisions made have an impact on the HR service offer.
  - Agree relevant COMMUNICATION from the group to the wider HR function, to relevant KCC stakeholders, and to service providers

**6. RECOMMENDATION**

- 6.1 Policy and Resources Committee is asked to note and endorse the changes made and direction proposed for the Engagement, Organisation Design and Development Division to provide expert support to the organisation through this period of transformation.

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