

COMMITTEE: Strategic Transformation Committee
DATE: 4 October 2017
REPORT TITLE: Portfolio Communications and Engagement Report
LEAD OFFICER: Angela Scott
REPORT AUTHOR: Paul Smith, External and Internal Communications Manager

1. PURPOSE OF REPORT:

To update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- I. Note the updates provided;

3. BACKGROUND AND KEY ISSUES

On August 23, Full Council agreed a number of recommendations outlined in a report entitled Council Target Operating Model. As part of this report, Full Council agreed the establishment of a Transformation Portfolio that would govern the transformation of the organisation into the Target Operating Model.

Within the portfolio, it was agreed a number of programme delivery boards would be set up and in addition a number of control boards – one of which was to be a Communications Board to oversee and manage a communication and engagement plan for the portfolio.

Full Council also noted that a programme of engagement with stakeholders, both within and outwith the Council, including trades unions, ALEOs and other partners will be undertaken as the detail of the Target Operating Model is developed.

The following work has since been undertaken:

Communications Board

- It was agreed the board would be called the Transformation Communications and Engagement Board with the inaugural meeting taking place on October 3rd;
- It was agreed that local trade union representatives would be invited to attend the Board, and will also be represented on all transformation boards. Communications and Engagement will be a standing item on all transformation boards, to ensure consistency in approach;

- A Terms of Reference for the Communications Control Board has been drafted.
- Membership has been agreed as:
 - Chairperson – Internal and External Communications Manager;
 - Programme Manager – Communications Business Adviser;
 - All Senior Responsible Owners for each of the delivery programmes within the portfolio;
 - A member of Organisational Development;
 - Trade Union Representatives.
- It was agreed that a working Communications and Engagement Group with representatives from Third Tier Management would be established for the purpose of working closely with the delivery programmes on communications and engagement to make recommendations to the Transformation Communications and Engagement Board. Recruitment for this group is ongoing.
- It was agreed that a further working Employee Network Group be established with representatives from all service areas of the Council to make recommendations to the Transformation Communications and Engagement Board and to provide feedback from staff to inform the communications and engagement plans. Recruitment for this group is ongoing.

Staff Engagement:

- A programme of Staff Engagement has been developed and is currently under way. A series of more than 40 briefings have been scheduled to inform staff of the recent decision by Full Council and to gather insight to inform the next tier of the organisation. The briefings have been offered to all of the Council's establishment locations. A summary of the outcome of the engagement sessions will be tabled at a future meeting of the Strategic Transformation Management Committee.
- The engagement has been supplement by the distribution of a Staff Guide to Transformation booklet made accessible to all staff via digital means or printed materials for those who do not have IT access.
- A video has been developed and circulated for all staff to hear the key messages of the report and to hear how they can get involved in informing the next tier of the organisation.

Communications and Engagement Strategy:

- The following work is underway to inform a Communications and Engagement Strategy:
 - **Stakeholder Analysis:** Currently being developed in order to ensure communication with all customers internally and externally uses the most appropriate messaging and is based on an understanding of the audiences.

- **Channel Review:** A review of all the channels available to the Council to communicate and engage with staff, the public and key stakeholders and partners is being developed to ensure the most appropriate methods for communication are being employed. As part of this review, an internal website for Transformation has been developed to provide an interactive, two-way platform for staff to receive updates on Transformation, add ideas and ask questions.

4. FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this report

7. IMPACT SECTION

Improving Customer Experience –

Communication and Engagement with customers will be integral to the strategy for the wider implementation of Transformation measures, helping to build understanding and encourage input into the process.

Improving Staff Experience – Internal customers (directorates and services) will benefit from a clear approach to communications and engagement, improvement to communications channels and an option to participate in developing and facilitating the communications to staff as well as offering insight and contributions to the next phase of the Council's organisational design.

Improving our use of Resources –

The approach will enable skills to be enhanced and reduce the potential for outside support being required to support the communications and engagement activity.

8. MANAGEMENT OF RISK

All activity will comply with the Aberdeen City Council Communications Policy and will be managed through the governance of the Communications and Engagement Board.

9. APPENDICES (if applicable)

N/A

10. REPORT AUTHOR DETAILS

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