

# BUILDING A COUNCIL FOR THE FUTURE

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## Appendix A: Supporting Transformation: Communications and Engagement Progress Update

### Overview

The following report sets out the activity undertaken as part of the Communications and Engagement approach to Transformation from August to October in line the key objectives set out and agreed by members of the Senior Management Team.

### Internal Communication Objectives:

1. To enhance existing and build effective channels to ensure communications and engagement reaches all tiers of the Council
  2. To increase awareness and understanding for the council's vision for change
  3. To carry-out pro-active communications by establishing an activity calendar for all programmes which will determine when and how the messages will be delivered
  4. To gather insight, ideas and challenges from the organisation that can inform the Transformation Programme
  5. To ensure there are support networks in place for all teams and employees experiencing change
  6. To support the creation of a positive energy and establish a desire and urgency within the organisation for improvement
  7. To support management networks to deliver direct communications to staff within their service areas
  8. To monitor and evaluate the effectiveness of communications and use the data and feedback to drive continuous improvement
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## Internal Communications

August to October

Key:

Complete

In progress or Ongoing

Objectives	Activity	Progress	Impact	Forward Look
Objective 1: Channel Improvement	Intranet – Design and launch a new dedicated two-way platform to communicate Transformation	The Transformation Zone launched in September as interactive online tool where staff can get updates and information	At the time of writing this report on October 25, the site had collective page views of more 16,000 - demonstrating its use as a communications tool for Transformation	Work will continue to improve the Transformation Zone in line with feedback from employees and the needs of the Transformation Programme.
	Channel Access –install desktops to all Council locations where employees can log in and access the Transformation Zone.	As of the week of October 11, Installations have taken place at 5 of the Council’s depots, with plans for more installations over the coming weeks.  Workshops are also being held to show employees how to use the desktops.	Greater accessibility to corporate communications for employees at all locations	Work will continue throughout the programme to ensure employees have access to the main corporate channels and other means of communication and engagement
	Review all Stakeholder and undertake Channel Analysis	An initial review has taken place among Heads of Service and Third	A widespread view of all of our stakeholders and partners is key	A more in-depth analysis is to be undertaken with each

## Internal Communications

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		Tier Managers to understand key stakeholders and channels in use.	to keeping everyone informed and engaged	service area in order to map out what channels we can use to communicate with staff, customers and partners
<b>Objective Two</b> Supporting the vision for change	Brand Development – Launch a brand that is visible, relatable for all employees and can also be used externally.	A strong narrative and brand has been created in-house under the umbrella of Building the Council of the Future. The brand launched in September and features across all communications channels, engagement events and communications materials.	Being able to develop this brand in house and at such pace offers real value for money.	Work will continue to develop the brand and make it as visible as possible throughout the organisation.
	Staff Guide to Transformation - A digital monthly newsletter with key features on Transformation	The first Edition was launched in October and features key information about the Target Operating Model	Increased awareness among employees – print copies were made available at all Council locations	The next edition will be distributed in November.
	Staff Engagement – organise corporate engagement events until the end of October to ensure all employees have an opportunity	The Building the Council of the Future events took place between September and October.	Over 6 weeks and 29 events, 2,000 employees attended the events, heard from Senior Management and had a chance	Building the Council of the Future events will be a constant programme during the Transformation.

## Internal Communications

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	to hear about the TOM and be involved.		to feedback on the proposals. More information on attendance and employee feedback is contained at the end of the report.	Plans are being put in place for another set of events and workshops in December
	Create engaging content that can be understood by multiple audiences	A series of promotional video animations have been produced to promote aspects of Transformation such as the key messages, presenting employee feedback, promoting other routes for communication and explaining customer journey's.	In the last two weeks, views on video clips through the Transformation Zone have totalled more than 1,700 plays, reaching 20% of the workforce.	Animations and video blogs as well as live webinars and Q&As will continue to be part of the transformation,
<b>Objective 3</b>	Develop Communications Plan and Approach for communicating the Transition phase to the Interim Structure	A more detailed communications approach and implementation plan for the Transition to the Interim Structure is currently being worked on in line with programme milestones. This will be presented to the next Communications Control Board for discussion and agreement	Well planned and targeted communications that identifies all stakeholders creates better consistency and trust in the portfolio.	

## Internal Communications

### August to October

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<b>Objectives 4/5/6</b>	Establish an Employee Rep Network where members will play a role on behalf of their colleagues and teams in shaping and delivering communications and also taking ideas, feedback and challenge back into the Transformation Programme.	Recruitment is currently underway Terms of reference for the group have been drafted and will be submitted to the Communications Control Board in November, after which the network can be set up.	The network will provide employees an opportunity to have a voice throughout Transformation.	A briefing is to be arranged once the Terms of Reference have been agreed.
	Ideas Hub – a platform for staff to share ideas and put forward views	The Ideas Hub now has a dedicated space where staff can post ideas and challenges on transformation.	This space will be monitored by the Transformation Programme Managers and ideas can be taken into the Transformation Governance Framework.	Similar tools will be used to engage with partners and customers
<b>Objective 7</b> Support for Management	Establish a Communications and Engagement Group to involve service managers in the development and delivery of specific programme communications and engagement activity.	Recruitment is underway to have every service area represented. Terms of reference for the group have been drafted and will be submitted to the Communications Control Board in November, after which the network can be set up.	Will ensure that management have an opportunity to shape communications & engagement in the most appropriate and targeted way for their service areas and can play a role in facilitating key messages.	A briefing is to be arranged once the Terms of Reference have been agreed.

## Internal Communications

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	Support for services in the development of service specific engagement plans	Through the channel review and stakeholder analysis, initial ideas for service specific engagement have been drafted in some areas.	Ensuring consistency to communications and engagement across all services and improving service specific channels.	Plans are being developed to work with all service areas to ensure there are targeted engagement plans.
<b>Objective 8</b> Reporting and Feedback	Provide reports using a both a qualitative and quantitative methodology	Feedback from Employees through the Building the Council of the Future events is being collated and is being fed into the Transformation Governance process –summary information from these events is presented below.	Feedback and reporting allows for continuous improvement.	Reports will be collated from both the Employee Rep Network and the Communications and Engagement Group once up and running for the Communications Control Board

BUILDING A COUNCIL FOR THE FUTURE



Supporting Transformation: Employee Engagement Programme

## Summary Report: Staff Engagement Sessions

11 September-23 October 2017

### 1 Purpose

The purpose of this paper is to provide a summary of the recent staff engagement sessions round the Target Operating Model including:

- Review of outcomes
- Summary of sessions
- Next steps
- Statistics and numbers (Appendix A)
- Collated feedback from the sessions (Appendix B)

### 2 Review of outcomes

The original outcomes agreed for the engagement sessions were as follows:

#### Outcome

1. Engaged staff who feel involved in and committed to:
  - The future of the council
  - Putting customer needs at the centre
2. **Staff understand the why, what, when and how of the Target Operating Model**

#### Update

A temperature check was carried out on two key questions at the start and end of each session to assess participants' understanding of and commitment to the future of the council. Results of this can be found later in this paper.

<p><b>3. Staff see and feel how the Target Operating Model could work in practice through the engagement activity</b></p>	<p>Appendix B contains the collated feedback from the engagement activity.</p>
<p><b>4. Ideas and intelligence generated will input into how services are grouped and will inform development of the next level of management</b></p>	<p>At the end of each session participants were asked to record on a post-it where their team/ service might best sit in the new structure and place that post-it against the relevant function as they left the session.</p> <p>The outcomes of this exercise are being collated by Carol Wright and Jacqui McKenzie as part of their work on the new structure.</p>
<p><b>5. Future communication channels are embedded and the staff representatives recruited into the communication network</b></p>	<p>The engagement sessions were supported by a range of new communication channels including the Transformation Hub, Transformation newsletter and the beginning of an employee communication network. 29 participants at the engagement sessions have volunteered to join this network so far – recruitment is still open with a first meeting scheduled for mid-November.</p>
<p><b>6. People are clear about how the information will be used and what happens next</b></p>	<p>Staff who attended the engagement sessions were made aware that the information gathered would be used to inform the December Committee report. Feedback from the sessions showed that staff welcomed the opportunity to get involved and were keen to stay informed and involved throughout the transformation journey. Stage 2 of engagement is already in the planning stage.</p>

### 3 Summary of sessions

Around 36 engagement sessions took place between 11 September and 23 October. This included large scale events at the Town and County Hall, smaller scale at Frederick Street and the Beach Ballroom and bespoke sessions at various establishments. Another 12 sessions are planned over November. 2379 members of staff have attended or are signed up to sessions to date – representing 29% of the workforce. Details of numbers and breakdown by service can be found in **Appendix A**.



While Comms and the OD team were mainly responsible for organising the events, the successful execution of these was very much a joint venture involving 118 staff in all. This included members of ECMT taking on the role of keynote speaker, 3<sup>rd</sup> tier acting as mc's, a range of managers and employees from across the council facilitating and note-taking, the Research Team collating the notes into a form which has made this summary easier and Trade Union colleagues hosting stalls at the events in order to answer any questions staff might have.

The sessions opened with an online temperature check asking participants to rate 'how much do you know about the future of the council' against the choices 'nothing', 'a bit', 'just about there' and 'fully understand'. They were also asked to sum up in a word how they were feeling from a choice of 'conflicted', 'confused', 'curious' and 'committed'.

The keynote speaker then explained the drivers for change, the Target Operating Model and the need for the council to manage demand differently through greater community empowerment, early intervention/ prevention and a move to digital solutions. This was followed by a Q&A session and a group discussion. The following information provides a brief overview of the feedback gained from employees during the facilitated discussions.

Groups were asked to consider the following questions:

**What do you think about what you've just heard:** The vast majority of participants recognised the need for change; much of the early discussion focused on staff sharing stories of inefficiency, waste and frustrations with current working practices. A good proportion of staff were positive about what was being proposed and welcomed the opportunity to get involved at this early stage. Some were more inclined to take a 'wait and see' attitude, particularly those who'd experienced major restructure and transformation in the past. Others were concerned about job losses, the impact of VSER on workload and stress, the impact of digital on our more vulnerable customers and the cost of going digital. Only a very small minority sought to maintain the status quo.

**Community empowerment – what could communities/ customers do for themselves:** Most were in favour of communities doing more for themselves and many could cite examples of community groups etc where this is already happening. However there were reservations about the public's willingness and capability to take on roles which they have come to regard as the council's responsibility.

**Early Intervention/ prevention: early intervention – how could we manage demand better:** Most participants recognised that early intervention was the key to better outcomes for customers and to a more fulfilling role for staff. The mixture of services at each table helped promote good quality discussions between services – and parts of services – about how they could link up better to achieve those outcomes and equally how better links with partners would assist.

**Digital - how could we use technology to better deliver services:** It was generally recognised that the lack of a centralised system for storing customer data and the lack of sharing of information across services, teams and partners was a huge barrier. Addressing this was seen as a priority for the digital strategy going forwards. Most people welcomed the move to digital and the streamlining of processes, however, there were concerns about the perceived high cost involved, the time required before we would see the benefits and the impact of digital services on our more vulnerable customers.

The session ended with a final temperature check using the same two questions as at the start. Total results were as follows:

<b>How much do you know about the future shape of the council</b>				
	<b>Nothing</b>	<b>A bit</b>	<b>Just about there</b>	<b>Fully understand</b>
<b>Start of session</b>	132	812	127	19
<b>End of session</b>	15	461	460	71
<b>What one word most closely describes how you feel right now</b>				
	<b>Conflicted</b>	<b>Confused</b>	<b>Curious</b>	<b>Committed</b>
<b>Start of session</b>	117	220	671	82
<b>End of session</b>	119	169	445	295

In terms of levels of understanding, there was an encouraging shift from knowing ‘nothing’ or ‘a bit’ to being ‘just about there’ and ‘fully understanding’. While 15 claimed to know ‘nothing’ at the end of the session this was clearly either some form of protest vote or a slip of the finger when voting. Nevertheless there is still a significant amount of work to be done on increasing knowledge about the model and how it will operate. This will be addressed by the comprehensive comms and engagement plan which is being put in place.

The sessions also moved the needle to three times more people feeling ‘committed’ at the end of the sessions than at the start. However there was also an increase in the number of those feeling ‘conflicted’. Given the scale of the change and its potential impact this is probably not surprising and again will help us shape the comms and engagement plan and support programme for staff going forwards.

Overall most sessions went well however some issues were highlighted which provide useful learning for future engagement, for example:

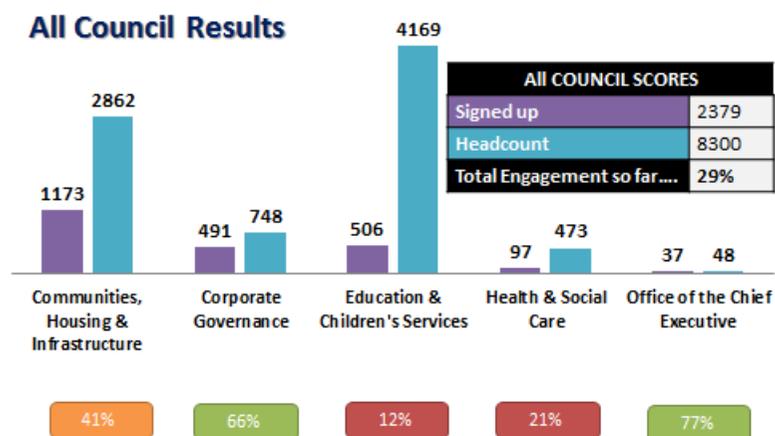
- **Managing expectations:** a number of participants came along expecting to hear far more detail about the structure and about how it would impact them personally; we addressed this in later sessions by setting expectations in the introduction of what would/ would not be covered however a more explicit timeline of the stages in the transformation journey and what staff can expect at each stage would be useful for future
- **Levels of contribution:** while there was a lot of good quality discussion some staff struggled to come up with ideas and solutions; this may have been down to the newness of the information; more openness about the timeline and the stages in the journey should increase knowledge levels and prepare people for better quality contributions in future
- **Key note speakers:** Before the engagement sessions began ECMT were briefed on what was expected of them; however it quickly became evident that levels of knowledge and understanding were variable which resulted in participants receiving a slightly different experience depending who was delivering the message and also in different amounts of time being allowed for discussion; this was addressed by meeting each keynote speaker and briefing them individually however the use of a more structured script might be better in future
- **Plain English and assumptions:** A number of participants commented on the need to reduce management speak and jargon; similarly comments were made on assumptions that people know more than they do – for example the ‘LOIP’, ‘digital partner’ and ‘digital pilots’ were sometimes alluded to with no further explanation; given its centrality to our purpose, the lack of knowledge about the LOIP was concerning and will be addressed through induction and through the development programme supporting transformation.

## 4 Next Steps

Most staff who attended the events expressed their interest in being kept informed, involved and having the opportunity to influence at every stage in the transformation journey. To this effect immediate plans are to:

- Complete the stage 1 engagement sessions planned for early November
- Set up sessions from 6 November for 3 weeks so that staff can see the interim structure and how their views have fed into this
- Establish the employee communication network
- Continue with the Influence sessions (smaller group sessions which focus on customer journeys)
- Involve staff in defining the behaviours and culture which will help deliver the Target Operating Model
- Plan stage 2 engagement following the December report
- Keep people informed through continually updating the Transformation Hub and newsletter

## Appendix A - Numbers attending/ signed up



This includes the following bespoke sessions

Numbers	Location/ Date	Delivered by	Target audience
306	Kittybrewster and various depots/ October	Steven Shaw	Environmental staff
22	Woodhill House/ October	Craig Innes	Procurement
75	3 <sup>rd</sup> tier network/ 6 October	Angela Scott	Service Managers
120	Altens Waste/ 11 October	Mark Reilly	Waste and recycling
16	Marischal/ 19 October	Mike Cheyne	Flooding and Coastal Engineering
12	Beach Ballroom/ 19 October	Euan Couperwhite	Beach Ballroom staff
<b>551</b>			



**Shaping  
Aberdeen**

**Additional sessions planned till mid-November**

<b>Numbers</b>	<b>Location/ Date</b>	<b>Delivered by</b>	<b>Target audience</b>
tbc	Frederick Street - various	Various ECMT	All staff – Influence sessions
50	Northfield Academy - tbc	Helen Shanks	Music Co-ordinators
150	tbc – 17 November	Angela Scott	Facilities – cleaning and catering
80	tbc – 8 November	Angela Scott/ Helen Shanks	Head Teachers
Tbc	Tullos – w/c 30 October	Mike Cheyne	Roads staff
tbc	Frederick Street – 9 November	Helen Shanks	Teachers/ school staff
Tbc	Kittybrewster sessions	Various ECMT	Building Services/ Fleet