COMMUNICATIONS AND ENGAGEMENT STRATEGY

Transforming Plymouth City Council

PLYMOUTH CITY COUNCIL

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Committee: Co-Operative Scrutiny

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1. Situation:

1.1 Plymouth City Council (PCC) has a transformation programme that intends to radically transform services provided across the city. There are five individual programmes of work focused on this. Each programme has to contribute to improving services or making the Council more efficient.

Not all of the projects within transformation are about saving money but about doing things better, more joined up, working with our partners and making more of the city around us.

It is now timely to develop the transformation messages and approaches because we have more to say about what has happened since we launched the programmes, what has been achieved, our future plans and how we are engaging people in those plans now and into the future.

Recent public engagement tells us that citizens are aware of the financial problems the Council is facing and that transforming is based entirely on need. The Council needs to transform to ensure a future for local services.

What our citizens want to know is how we are improving services through the transformation work and what impact it will have on them.

1.2 PCC has to be resilient over the long-term. Therefore the focus should be on developing its internal capabilities, skills and resources – the biggest value and asset its holds. There are more than 3000 employees in the Council, most of those live in the city, so are residents, tax payers and service users too. Staff engagement is essential, they are ambassadors for change. It should never be underestimated how important they are to the organisation.

1.3 Developing a compelling narrative that is easy to understand and translate is key to successful communication and meaningful engagement.

Narrative has to be real, true and represent the values of the citizens within the city – they should be able to relate to the messages. We must explain what we are doing and why in a clear and honest way – by being transparent and showing the heart of every story.

The citizens of Plymouth want to know what is being done to make streets cleaner and safer, how we are creating more and better jobs for local people and developing quality homes. They also want us to convey more humility in what we say and accept that more needs to be done.

The aspirations, opportunities and regenerations should focus on the prosperity of local people and their children, whilst respecting history within the city.

There is an acknowledgement that a conversation with key agencies within the city is needed in order to agree a city wide approach to sustainable community empowerment and how we can best used pooled resources to achieve common outcomes. If we develop community initiatives in isolation we will not help our communities to become self-organising, self-fulfilling and sustainable.

2. Communication and engagement goals

This communications and engagement plan should;

1. Provide a set of clear messages about transformation and what it means
2. Identify the right approaches to communicating with purpose
3. Outline how we will ensure our engagement is meaningful

3. Core strategic messages:

'The destination - transforming Plymouth City Council'

We are working in partnership with our city to improve services for local people and create a fairer city where everyone does their bit. Ensuring it is a caring, pioneering, confident and growing place to live.

To achieve this we will have to do things differently, we cannot do everything in the same way. The demand for our services is increasing, improvements need to be made and our funding to do this is reducing.

Transformation will help us develop the right skills and capabilities to create an organisation and services that are fit for the future.

3.1 Key messages:

Changing the way we do things:

- ➢ Demand and circumstances change, this means we cannot do the same things we have done in the past. We want to improve outcomes for people so we have to think differently. What we have laid out is ambitious and it will take time, but we will get there.

- ➢ We have different types of communities; these are identified as communities of geography, interest and identity. We need to ensure the right approaches with our communities to make these improvements possible.

Improving the services we provide:

- ➢ Transformation is not something the Council can do on its own. Services need to be more joined up and work better together. Working in partnership with our city is the only way we will improve things. We want to provide high quality services and to do that we will have to make some tough choices.

- ➢ Our focus will always be on providing jobs, homes, cleaner and safer streets for local people and creating a city where children have a future. We want people to be able to 'have their say and do their bit' and get involved in helping the Council develop local community priorities.

Being more innovative in the way we deliver services:

- ➢ Many opportunities exist across the city and we want to make the most of those. We are looking at how we make more of the services and assets we hold. Our funding gap is real and we have to find different ways to close that.

- ➢ Working with our partners to understand the different organisational approaches, to ensure we support our communities to become more actively involved in improving services.

Financial position:

- ➢ Plymouth City Council has a financial gap of £65m caused by rising costs, increasing demand for services and reduced funding.

3.1.2 Additional internal messages:

Change is happening to all of us:

- ➢ The Council is changing. It will touch everyone, but not all at the same time. We are creating an organisation that can cope with continued and on-going change. Our ability to do this will be based on our capabilities and making the most of the skills and assets we hold. Understandably transformation will make people feel anxious about the future. We will have to make some tough decisions as we change.

- ➢ Our focus should be on the people who live in this city and the experiences they have. People are

on the end of pretty much everything we do. If we build a home, someone lives in it. If we commission domiciliary care, someone opens the door and receives it. If we re-develop green spaces, children play in them. They know this city and how it should be and what we develop should be with them and involve them.

➢ We will train and develop our staff, not just for the job they do today but for the job we need them to do tomorrow.

4. Making views and experiences count – developing a compelling narrative

The key now is to make our messages real for people by developing our compelling narrative – what is the story? Where is the heart of transforming Plymouth City Council?

Case study:

A good example of where this has happened is integrated health and well-being - adults' services. The compelling narrative to support the integration of health and social care services lies in the 'I' statements. These are a set of supporting statements/quotes which bring together some of the key things the public have consistently said about what they expect from health and social care services. These statements were developed from the work undertaken from Transforming Community Services and also past consultations around adult social care services.

The statements have been used to engage staff, the public and stakeholders. They provide a clear line of sight from public engagement through to the proposed designs and future service specifications. It helps explain the story of the work and gives people context. This helps to take people on the journey and shows them the heart, in this case the 'I'.

The voluntary sector

"I want to continue to get the services I value that are provided by the voluntary sector"

Bringing the narrative to life – we will;

- Develop a case study library and share our stories (within the organisation and outside of it) – we should all have a story to share that relates to transformation. Narratives are only real when they are true and are attached to people, the outcomes and the emotions felt. Transformation will not be understood or made real for people unless it has context and meaning. Everyone who talks about transformation should ask themselves, what is the person reading or listening to this going to get from it? **All projects will be supported by case studies, or real examples, telling the story of the work and representing the views and feedback of those involved – the case studies should bring the benefits alive (A1).**
- Ensure two-way communication with purpose – communications is everyone's business and a communications led organisation is one where individuals take responsibility for their own communications. Two-way communications needs to be meaningful, involve, listen and respond to people in a timely way – sometimes there is a need for broadcast communications but in developing the transformation narrative their needs to be a real commitment in driving two-way communications. Individuals need to take ownership of their communications, to be clear on the purpose and to see advice early. **Projects should all have communications and engagement plans before they are able to proceed (A2).**
- Roadmap – an interactive map of key milestones – to be used online with a click through to case studies that sit behind each milestone – starts to build a series of stories and a bank of information to bring the transformation work to life – this is the start of building the layers that give the work context. **The roadmap has already been developed and most of the case studies are now linked. This will need to be updated as projects develop and new ones come on board. Project teams to take responsibility of ensuring their case studies are current and up-to-date (A3).**

The roadmap:

THE BRILLIANT CO-OPERATIVE COUNCIL

Plymouth — Britain's Ocean City
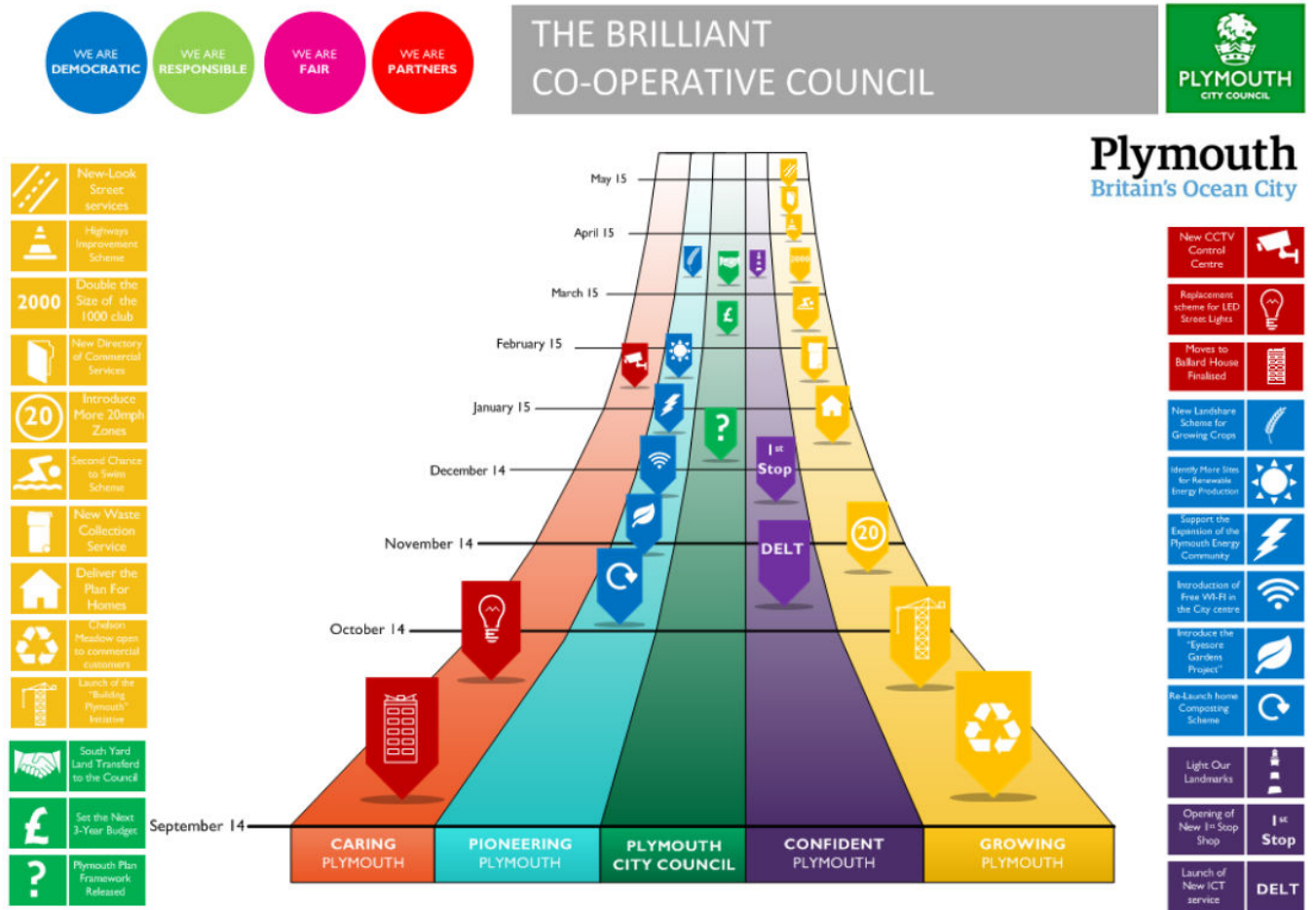
Case studies that link to the roadmap:

THE BRILLIANT CO-OPERATIVE COUNCIL

PIONEERING PLYMOUTH | GROWING PLYMOUTH | CARING PLYMOUTH | CONFIDENT PLYMOUTH

IDENTIFY MORE SITES FOR RENEWABLE ENERGY PRODUCTION

Since 2012 the Council has delivered nearly 600kw of solar PV (what does PV mean? Can you explain this?) generation across 11 sites. In collaboration with Plymouth Energy Community it has also enabled another 780kw across another 22 sites. This has resulted in a seven per cent rise in the total installed solar power across the city in less than one year.

This work has led to the Council's nomination as *Most Proactive Public Sector Body* in the Regen SW Green Energy Awards.

Work is currently underway to identify new sites that can deliver further renewable energy projects across the city.

So far we have;

- Reviewed 800+ sites for their potential to accommodate solar installations.
- Surveyed a total of 42 out of 63 primary, junior and infant schools across the city.
- Completed feasibility studies for all community centres and libraries
- Started negotiations and feasibility studies with five of the city's 16 secondary schools
- Reviewed the potential on other community buildings including National Marine Aquarium and the Millfields
- Completed an initial review of opportunities across Plymouth City Council's commercial estate

Pledge No. 17

SOUTH YARD LAND TRANSFER TO THE COUNCIL

The proposed redevelopment of South Yard has come about as part of the Plymouth and South West Peninsula City Deal. This Deal was agreed with government to assist with creating new jobs and encouraging economic growth.

It will link marine assets and create further investment across the whole South West area through the development of the Marine Industries Production Campus.

The plan for South Yard is to work with the MOD to release land no longer required for defence purposes. Initially nearly eight hectares of land is being considered for release to provide an estimated 32,400 square metres of new and converted workspace. There are currently two shortlisted options under consideration.

The first is an Outline Planning Application and the second includes the provision for a small element of housing adjacent to Albany Street/Granby Way. Both options are primarily for marine and commercial development, with supporting office units.

The land transfer from the MOD to the Council is expected to be completed before the end of March 2015 with work commencing on stage one in 2015/16

For more information please visit: plymouth.gov.uk/southyard

Pledge No. 8

LAUNCH OF BUILDING PLYMOUTH INITIATIVE

Building Plymouth is a Council led partnership with the local building industry that aims to link people with career opportunities in the local construction sector. The project aims to strengthen the industry and at the same time provide local people with new opportunities to get skilled and move into great careers.

The construction industry in Plymouth is worth £246m a year and supports 3,325 jobs. Recent research says that this is set to grow, with an extra 10,000 new jobs in construction will be created over the next ten years.

The skills obtained in construction can also be used across the world. Offering people the potential of international careers.

Building Plymouth aims to connect employers with career opportunities with new potential employees through a range of events throughout 2015

The Building Plymouth event in September brought together key industry leader to better understand the gaps in skills and recruitment into construction jobs. During the event a number of workstreams were launched and they are set to report back at a further meeting in March 2015.

For more information including details of upcoming events please visit: plymouth.gov.uk/buildingplymouth

Pledge No. 5

http://www.plymouth.gov.uk/transformationroadmap - the roadmap
http://www.plymouth.gov.uk/transformationroaddownload.pdf - PDF of the roadmap

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5. Internal communications

Given that the vast majority of Plymouth City Council staff live in the city they are a key stakeholder, if not the key stakeholder. If messages are clear for staff they feel engaged. If they have their own narratives to share they will become Council ambassadors. The focus therefore will be on getting those messages delivered consistently, often and in a variety of formats that engages staff.

Good internal communications are essential to the relationship the organisation has with its employees. The Council values can only come to life when the staff know what is happening, with whom and when. It is essential in supporting organisational direction.

Corporate communications vs. operational communications

There is a difference between internal corporate communications and internal operational communications. The communications team ensure that the relevant channels are available to share organisational messages. Operational communications are those that are had within individual teams, the way they are delivered can be varied to suit individual teams, as long as there is consistency there does not need to be uniformity.

Say something once and spread it as far as possible - extend the reach

Sharing news and information should be possible through a range of internal channels – getting messages out when it's appropriate, to as many staff as possible, should be the aim. Communicating stories, sharing achievements and keeping staff up to date on progress should be done across multiple channels i.e internal newsletters, face to face team briefings, blogs etc. The most successful communications are those which identify their internal audiences and keep them engaged through relevant and timely information. That is not to say the same people are overload with the same messages all of the time, it is about being really consistent in what you say and ensuring that the communications produced do not just service one channel or stakeholder group and seek to maximise the reach.

Personal ownership and responsibility

Individuals should be encouraged and enabled to develop their own communications within projects, supported and guided by communications experts. Project teams are closely placed to on-the-ground actions and outcomes. Project teams should be supported by communications experts with solutions, if a communications barrier exists then alternative solutions should be considered and developed. Communications expertise should support and enable project teams to prepare, plan, manage and deliver consistent and well thought through communications.

We will develop the following:

- Transformation team newsletter – to share stories, provide project updates, give the key headlines, provide mini briefings and deliver relevant team information. The newsletter will look to become interactive and engage staff in two-way communications, it could also be linked to online forums or closed groups in social media, such as in LinkedIn **(B1)**
- Sharing good news – all good news items that specifically relate to projects within transformation programmes should be badged accordingly. All stories will therefore be tagged with a line at the end which says which programme they fall within i.e. 'This work is part of the people and organisational development programme, ensuring we make the best use of the services and assets we hold'. We will also indicate which corporate objective they meet – as per the roadmap example **(B2)**
- Transformation TV – set up a YouTube channel called to share videos clips and interviews – this is a channel that could be considered by each project team within their project communications plans. It would then be their responsibility to develop proposed scripts and video plans and then discuss those with a communications professional. Videos can also be used in a variety of meetings, providing a greater opportunity to reach wider audiences and act as another alternative to text documents **(B3)**

- SMS text messaging – develop the use of text messages to deliver key messages to staff. The success of these can be tracked via click though rates as it goes direct to an individual. It also reaches those on the move. Delt have confirmed that this is possible, we just need to develop a process for reaching frontline staff and trialling it in projects **(B4)**
- Social media – LinkedIn could be used to engage staff in online forums, delivering messages and creating online networks. Transformation teams could be encouraged to use this as way of sharing best practice. Alternatively they could use the forums in the project management system TPS. There needs to be some training and development for the transformation team on how to use social media effectively. Some projects will be able to trial the use of social media channels **(B5)**
- Engagement and communications training – develop some workshops for the transformation team to help develop core communications and engagement skills. Enable them to deliver thorough communications and engagement plans **(B6)**
- Member's briefings (monthly) – these should be planned on a six monthly timetable, aligned with the key milestones in the co-ordinated communications plan. Briefings for transformation should be aligned with the planned communications activity across all programmes **(B7)**
- Transformation discussion briefings – these sessions are held with the transformation team. They need to rotate between message delivery and two-way engagement. Need to deliver a session on effective communications and meaningful engagement, inviting (a) a member of staff who has been involved in meaningful engagement (do not need to be from PCC) and (b) someone who has been involved in meaningful community engagement, with clear results and learning **(B8)**
- Payslips – we can use these to deliver short and urgent messages to staff. This may support key project milestones and should be scheduled in against the co-ordinated communications plan which sits above all programmes **(B9)**
- Spring/summer roadshows – deliver a series of roadshows between May and June with staff to talk about transformation, to share best practice, stories and key learning. It should be a roadshow team, including one SMT member, supported by a selection of transformation staff and staff from within Council departments. The roadshows will cover each of the individual programmes **(B10)**

5.1   Doing things differently – the channels:

Social media

Although traditional channels of communication still remain important the need to develop integrated communications plans that now include digital channels, especially social media and video are essential. 84% of the UK population access the internet, 60% of the UK population has a smartphone. By using these types of channels to deliver messages it can be more instant, direct and have the ability to be passed on quickly – the nature of digital communications means that people like information in short and quick delivery formats. Facebook, Twitter, Snapchat, Pinterest, LinkedIn are all examples of social media channels but there are hundreds more. The key is identifying the audience, finding their preferred channels and creating messages that will mean something to them or truly reach them.

What you decide to use will depend on:
- The level of engagement required – as per section three of the framework for working with our citizens and communities. Individuals will choose to participate at the level they choose to commit themselves
- The interest of your audience in your message
- Demographics – who, where, when, why, age, where they live…….etc
- How your target audience prefers to receive messages - channels
- Whether you are simply relaying information or require two-way communication

Project teams should understand the channels available and those that are appropriate to use within their work. They should adhere to corporate social media policies but teams should be enabled and supported to develop these where good reason is identified. Corporate social media guidelines should be re-visited and this flexibility provided. **(C1)**

Video and viral marketing

More than 1 billion unique users visit YouTube each month, over 6 billion hours of video are watched each month on YouTube—that's almost an hour for every person on Earth. That is not to say it should be used for everything and anything but it is a powerful channel for bringing things to life – it's easier to show the heart of a story through the medium of video. It is also extremely powerful for setting context or to be used as a platform on which to engage. Video as a tool to communicate and engage should not be underestimated. It takes time, planning and often money, but if it's the right communications approach to deliver a message then it should be used. Integration of health and well-being created three videos to communicate about what the work is all about. The reason it was developed is because the actual basis and reason for integration is quite simple.

The right care, in the right place, at the right time – words can often over complicate what can be simply portrayed in words and pictures:

https://www.youtube.com/watch?v=awDxNFGmrtQ&list=PL_AXOGjDCfPvTbAF3BittUcAGCVYp8cjX

The transformation programmes will create the following videos over the next six months;

- Transforming Plymouth City Council – our journey. This will provide some examples of work, successes, benefits for citizens, examples of engagement approaches and partnership working
- Transformation in '3' – three minute interviews with key leaders, partners, public, staff and volunteers to share their transformation stories – these should be key stories linked to delivery within the five transformation programmes
- Roadmap – bring the case studies that sit behind the roadmap alive **(C2)**

Tools required to support transformation teams – the following tools will be developed;

- Templates - power point slides, briefing docs, one page posters, case studies
- Sign-off process – outlining how projects get their communications signed off and by whom **(C3)**
- Co-ordinated communications plan – pulling out all of the key messages from projects, key milestones, external and internal communications activities and stakeholder engagement **(C4)**
- Audit of transformation webpages – we need to get them up-to-date, with more focus on what has been delivered and encouraging more two-way engagement online **(C5)**

6. Messaging for individual projects

All transformation projects should have clear messaging, in addition to the overarching transformation key messages. The project level messages are important so that those within the organisation and outside of it are able to talk about them consistently. Examples are below;

Programme	Key messages	Projects within each programme
Co-Operative Centre of Operations	1. Transforming our corporate and support services to be more efficient and effective. 2. Improving our internal tools and processes to ensure the services we buy or contract are consistently managed. 3. Ensuring decision makers have easier access to the right expertise, advice and support.	HR Finance Legal Facilities management DELT (ICT) Business, Executive and Democratic Support Service integration and management

	4. Creating an organisation fit for the future. 5. Making our assurance functions within the organisation work better together and provide accurate information, clear ownership and accountability.	Strategic centre: - advise and enable - evolve - assure
Customer and Service Transformation	1. Improving services to deliver better experiences for people and enhancing customer satisfaction. 2. Introducing improvements in technology to give customers greater choice in how they access services i.e. through the internet and mobile applications - providing a range of convenient services for individuals and reducing any unnecessary customer contact. 3. Greater insight and better intelligence to ensure customer expectations are being met – with improved customer engagement in the design of future services.	Service reviews Customer feedback Customer blueprint
Growth, Assets and Municipal Enterprise	1. Increased investment in Plymouth and better employment opportunities. 2. More sustainable income streams from new homes, charged and commercialised services and increased revenue from corporate and commercial estate. 3. Improvement in the quality and delivery of front line services at reduced costs.	Creating a brilliant cooperative street scene Waste collection reorganisation Growth and assets Category management Commercialisation
Integrated Health and Well-Being	Adults: 1. The right care, in the right place, at the right time – no more falling through the gaps between health and social care services. 2. A nationally driven agenda but locally implemented - Care Act. 3. Integration will ensure we better understand the needs of the most vulnerable, using community based solutions to address these. 4. Reduced emergency hospital admissions, promotion of independence and self-care, increased effectiveness of reablement and improved experiences of care are all expected outcomes of integration. Children's: 1. We want all children to live, grow, achieve and exceed in their hopes for the future. 2. Working with key services and partners to look at prevention measures and early help provision. 3. Building services around the needs of the child and family – responding as soon as possible. 4. Raising aspirations and ensuring that all children and young people are provided with opportunities that inspire them to learn and develop skills for future employment.	Care Act Cooperative CYP services Integrated commissioning Integrated delivery

| People and Organisational Development	1. Ensuring we have the right people, doing the right things, in the right way e.g. number of people, skills, pay and recruitment. Suporting our staff to do the best job they can now and in the future. 2. Making improvements to existing HR policies and procedures to ensure a more sophisticated and speedy system and increased employee satisfaction. 3. Delivering our services from the most appropriate locations, creating flexible and modern work spaces and sharing where it makes sense to do so i.e. Windsor House. Improving health and well-being in the workplace through flexible working practices.	Accommodation and infrastructure Workforce development

7. Making this work from within the transformation team

It is important to ensure that communications from within the transformation team is consistent, forthcoming and planned. Opportunities should not be not missed and things should be joined up, where appropriate to do so. To make sure this happens the following will be undertaken;

1) A clear communications strategy and vision (this document)
2) A co-ordinated communications and engagement plan that sits above all the transformation projects, so month by month planned communications and engagement activities are tracked – it will also ensure alignment with wider Council communications and engagement activities **(C4)**
3) Having a voice – talking more about transformation, what we are doing and what has been achieved, setting the scene and keeping people involved and engaged in that journey
4) Evaluation – continually evaluating our communications and engagement approaches, successes and failures. To learn and adapt to make sure our continued focus is on effective communications with outcomes.

7.1 Communications to wrap around programmes and projects:

To ensure that the project teams within transformation are supported a communications and engagement system should be in place, to enable planned activities. The below system takes a wrap-around approach to communications within transformation projects, ensuring that communications is initiated at every level, so that planning is proactive and continuous.
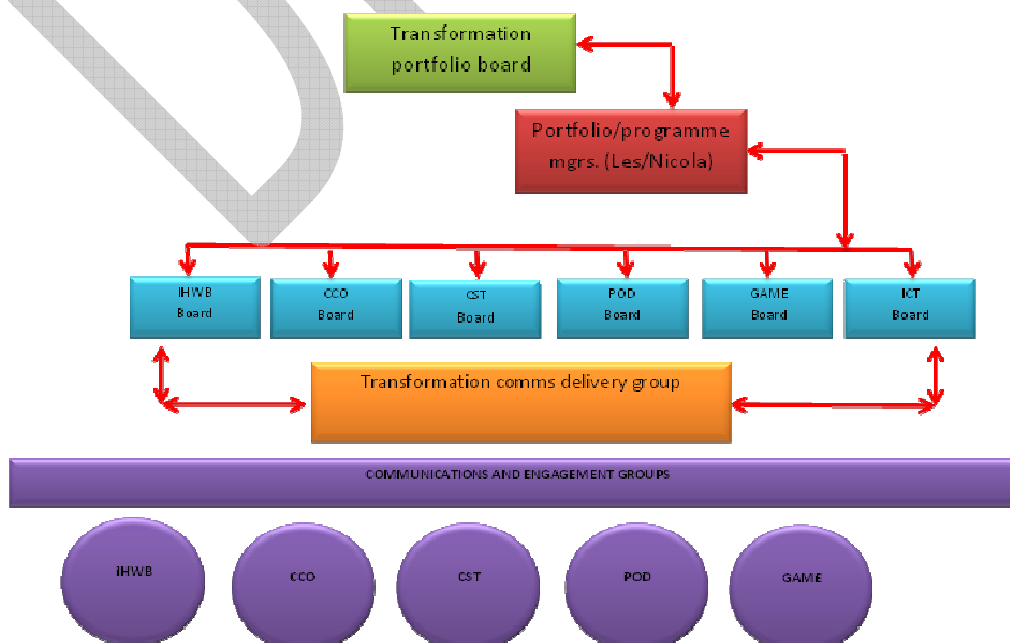
Transformation portfolio board:
- Keep informed
- Shapes strategic level thinking
- Report on key communications and engagement milestones
- Delivery of communications and engagement plan
- Link to Transformation Advisory Group, Scrutiny and Cabinet

Portfolio office – programme managers: (PMs) –
Les Allen's group of PMs, Nicola to attend
- Link programme communications and engagement plans
- Find alignments between programmes to maximise on opportunities
- Inform what has been agreed at programme level to influence plans
- Advise, enable and share best practice in communications and engagement

Programme boards: – programme managers (Nicola/business change to attend) (D1)
- Keeping projects/work on track against milestones, governance, risk, finance, actions against objectives
- Communications and engagement plans to report on milestones and actions, to minimise duplication, ensure progress against plan and share successes and best practices
- Ensure alignment to the democratic process

Transformation communications and engagement: delivery group:
Business change forum – monthly **(D2)**
- Find alignment across all programmes
- Keep communications and engagement actions to plan
- Focus on meaningful engagement to support the change process
- Advise and shape staff engagement approaches, sharing learning and constantly developing corporate understanding
- Maximise on opportunities – externally and internally
- Two-way feed into corporate communications
- Ensure consistency in delivery of messaging

Project communications and engagement
Senior business change advisors, project managers
- Operational delivery of project communications and engagement plans within programme, to report to boards
- Delivery, outcome and progress to be reported to programme boards and into portfolio office reporting systems
- Project teams to deliver individual plans, ensuring consistent messaging and direction, meaningful engagement that is well thought through, with clear actions and outcomes. Advice and support will be provided from communications experts
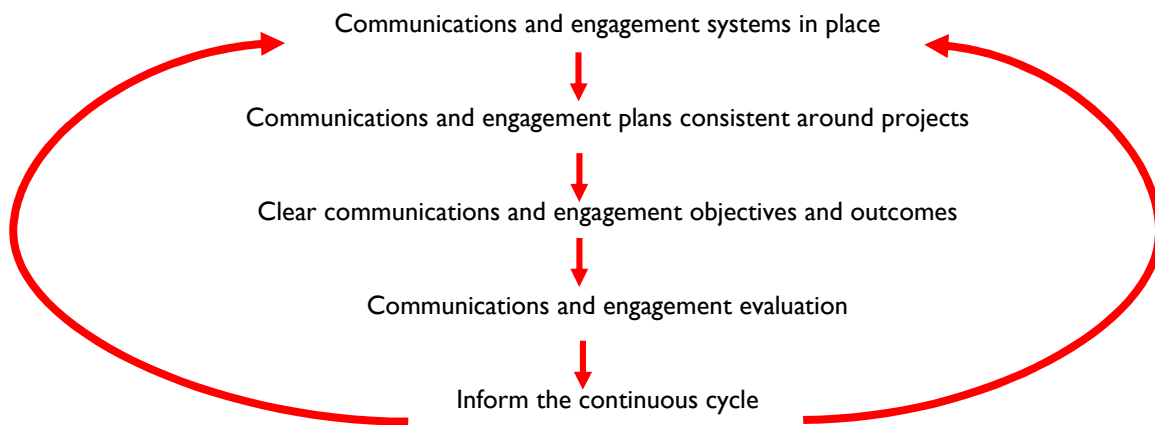
The above is set up to ensure the flow of communications and engagement activities within transformation are consistent, aligned and the gaps are bridged between operational communications and corporate/strategic communications. There needs to be a clear link to organisational direction and vision. The line of sight must be clear so that programmes of work within transformation and business as usual are all working to the same things. Everyone must see the value that they add to the overall direction of the organisation.

Corporate communications

The model above is to help support and enable project teams within transformation to plan and effectively deliver meaningful communications and engagement. This will work within the corporate communications policies, processes and existing channels.

The system must work on a continuous cycle around each individual project;

Communications and engagement systems in place

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Communications and engagement plans consistent around projects

↓

Clear communications and engagement objectives and outcomes

↓

Communications and engagement evaluation

↓

Inform the continuous cycle

8. Engaging and involving – journey to empowered communities

It is important that the transformation projects identify their key stakeholders, their requirements and any milestones for engaging with them.

In July 2014 Cabinet approved the framework for *'working with our citizens and communities'* and there is a ladder of participation which puts citizens are at the centre of community led engagement.

The transformation work needs to ensure that the ladder is used when projects are planned – the Council wants to create a new relationship with its citizens so that they feel they are encouraged and supported to be less passive customers of services and more active and involved in their communities.
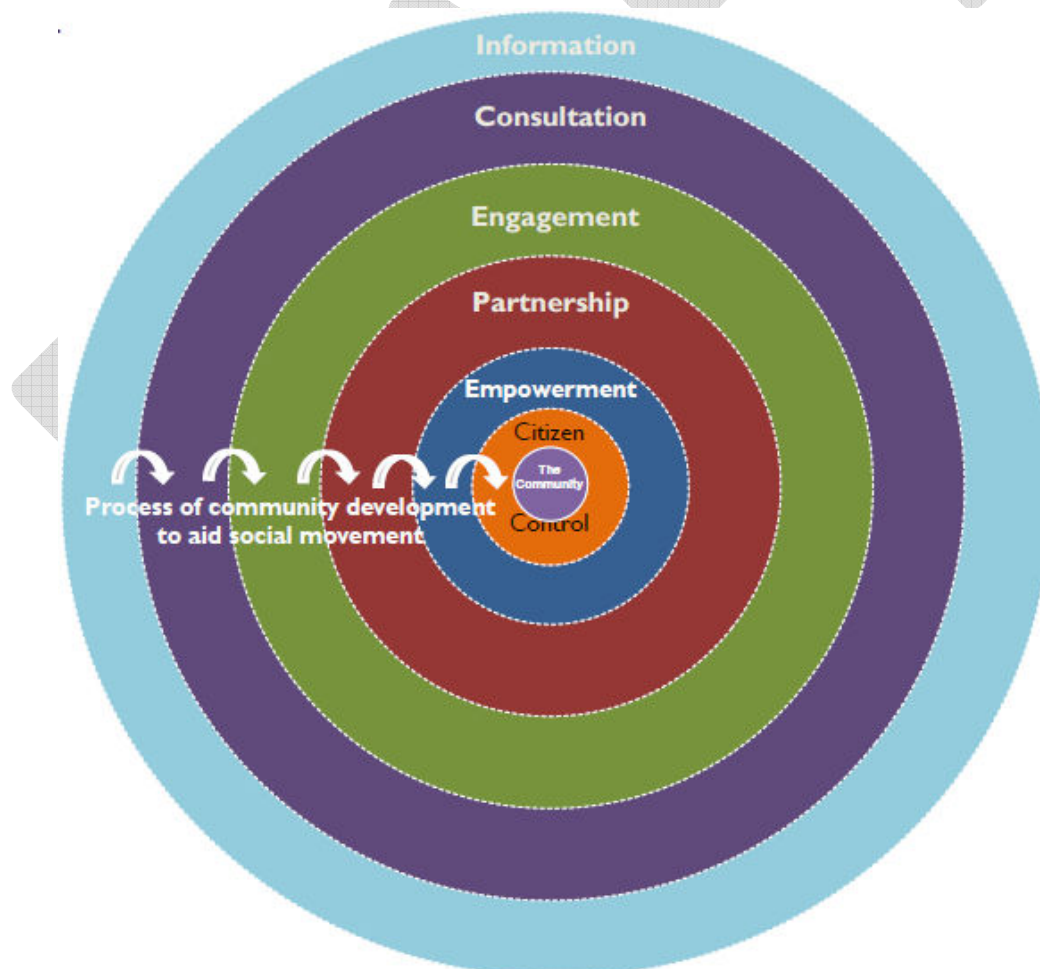

Below are examples of some of the levels of engagement within the ladder

Information is an important step to legitimate participation but there is only one way flow of information and no channel for feedback. For example press releases, newsletters, web casts, use of social media. In the future the ambition is for social media to spark interactions, for online forums to be developed, multi-agency communication around a project.

Transformation case study: creating a brilliant street service

As part of this work the team created some information cards for councillors so they could see who their key contacts were for the various areas across the city. Not only was it an easy way of providing the information but it has increased visibility and enables ward councillors to get quick advice, information and answers for local resident's. This is just one part of the project but an example of information sharing.
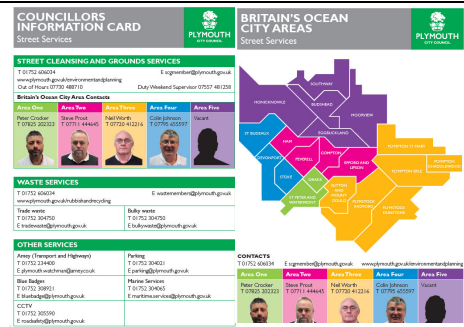
Engagement allows citizens to advise or plan but decision making remains with the Council. The Council experience of this through the Plymouth Plan, where approaches to engagement have been adopted. Citizens have been invited to feedback, give their thoughts, social media channels have been developed. Wide public awareness materials have been used city wide to invite people to give their thoughts on the plans.

Transformation case study: new home for coroner's office to improve service

A project to relocate the Plymouth Coroner's office saw the Council working closely with colleagues at Derriford hospital, as well as the local police, funeral directors and neighbouring authorities.

The decision to move the Coroner's Service from the Crescent to Building One at Derriford is to bring some key services under one roof, to improve working practices, provide closer links with the hospital and medical staff and create more private space for grieving families.

This project is an example of how the Council is being more efficient with its assets and services as well as better serving the public. Full story; http://plymouthnewsroom.co.uk/new-home-coroners-office-improve-service/

Citizen control gives citizens full control of their community. They handle the entire job of planning, policy making and managing a programme with no intermediaries between it and the source of funds.
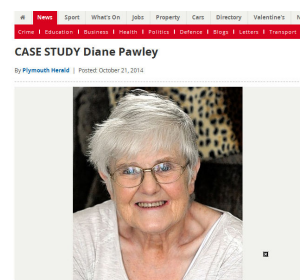

Transformation case study: integration of health and social care

One of the largest pieces of work the city has ever seen is bringing together councillors, clinicians and health professionals from the NHS, Plymouth City Council and Plymouth Community Healthcare. The outcome will be better health and social care services for local people.

Councillor Ian Tuffin, cabinet member for Health and Adult Social Care at Plymouth City Council, said public feedback would help them shape the service.

He said: "These are challenging times for health and social care and we need to work in a collaborative way to address the health and care needs of our local population.

"Extensive engagement with the public has told us that people want health and social care services to work much more closely together to look after the whole person, while the Care Act 2014 also makes this a top priority." – full story; http://www.plymouthherald.co.uk/Council-care-staff-transferred-health-service/story-23286750-detail/story.html

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Further levels on the participation ladder include consultation, partnership and empowerment – see below http://www.plymouth.gov.uk/mgInternet/documents/s56175/A%20Framework%20for%20working%20with%20our%20citizens%20and%20communities.pdf

All projects will have communications and engagement plans, a stakeholder map and agreed engagement approaches. They will ensure the participation ladder is used and applied (E1)

Purpose of engagement;

- Ensures the corporate values and vision is reflected in engagement with communities, partners, members and staff
- Serve our city, enable people to influence change, care about our impact, be open and honest, treat people with respect and show strong community leadership.
- Share knowledge and generate good ideas and gauge the level of support for plans and identify concerns at an early stage
- Champion consistency, co-ordination, good timing and efficiency in engagement and consultation
- Through collaboration ensure "really good design" of services
- Increase ownership, contribution and support to deliver outcomes
- 'Close the loop' to reflect stakeholders needs and views in the changes delivered on the ground
- Support strong community leadership through elected members
- Consult and engage <u>once</u> where possible to reduce consultation fatigue
- Support what's useful, relevant and appropriate - a flexible approach, being realistic and pragmatic about what we can achieve
- Needs to be meaningful and have purpose

Customers are often excluded from service design. As a result services are configured to organisational preferences. Co-production has been defined as *'the public sector and citizens making better use of each other's assets, resources and contributions to achieve better outcomes or improved efficiency'*. By working in partnership and building on each other's capabilities and strengths, we can achieve far more and create a more sustainable model of public service delivery.

Engagement approach

- Project plans – the gateway process within the portfolio office will ensure that each project has identified its stakeholders, the engagement approach and that milestones are clear and evaluation measures are in place
- Full co-operative engagement may require the democratic support office to review
- Evidence of alignment across projects where possible
- SROs to clearly identify the resources needed and ensure they are in place to achieve the agreed objectives **(E2)**

Project teams will be required to:

- Appropriately plan their engagement, applying the participation ladder
- Test their plans with communications experts, democratic support and portfolio office
- Align and promote those plans once they are agreed

9. Area specific engagement

The key groups the transformation projects will need to consider in their engagement plans are;

9.1 Staff

In engaging the workforce, the largest effort and time will be spent engaging the critical stakeholders of high power and high interest, in particular 'directly-affected employees'.

In some instances groups will be actively engaged whilst at other times the aim will be to keep people informed. The approach draws on what has been learned so far about what works either from others or from experience. Stakeholders include:

- CMT
- SMT
- Team Plymouth Managers
- Trade Unions and where appropriate other employee representatives
- Directly-affected employees
- Lesser-affected employees
- Schools employed staff (who we could almost treat as the employees of a partner)

Engagement aims to ensure the workforce's "buy-in to engagement through involving and informing them appropriately and believes that through engagement we will achieve a better outcome for everyone". It also aims to:

- Support CMT and SRO to embed staff engagement within programmes to achieve good outcomes
- Closely involve and engage SMT, as department leaders with transformation and support and enable them to engage and communicate effectively with staff and managers in their areas.
- Engage with Team Plymouth Managers (includes third tier management) around transformation activity and enable them to communicate effectively and support staff through change.
- Engage with Trade Unions around transforming the Council so this group is informed on progress and able to support members effectively and share insights on levels of engagement in the workforce. Trade Unions will be consulted on any proposals which directly affect staff through established mechanisms.
- Ensure the workforce is informed and engaged around transforming the Council – why, what, how etc., and managers and change champions support that to happen. Fully support and engage with affected groups ensuring they are clear about what level of engagement of involvement they will have from the outset, whether there is a clear direction and any compelling narrative that supports that direction i.e. from service users etc

At the February Cabinet staff engagement was discussed and it was agreed that 'not one size fits all' – therefore each project needs to consider the aims above and key principles behind their planned engagement. They can then apply a transactional, transitional or transformational approach. There must be a consistency in approach but there is not a uniformed approach for each project, every time.

Full Cabinet Reponses, R3 relates to staff engagement:
http://www.plymouth.gov.uk/mgInternet/documents/s60700/Response%20to%20the%20Co-operative%20Scrutiny%20Board%20recommendations%20on%20delivering%20the%20co-operative%20vision%20wi.pdf

Staff engagement will:

- Take a bottom-up approach to engagement
- Engage staff early, collecting thoughts and ideas – sharing those, making them available to all
- Be transparent and honest – will enhance credibility and reputation
- Celebrate successes and evidence best practice i.e. via case studies **(F1)**
- Be the first consideration of every project

Participation ladder	Example
Information	Internal newsletters – sharing information internally
Consultation	Staff focus groups – topic specific – reports in to a project
Engagement	Co-design work, staff led work (see case study below)

Transformation case study: 1st Stop – staff engagement and ICT

The new 1st Stop was co-designed by Claremont Group Interiors and PCC customer services teams between late October 2013 and January 2014. Forty staff were involved in this piece of work and they helped develop new approaches to customer responsiveness. Meet and greet staff are now using hand held computer tablets to be able to access information quickly for customers and provide a more responsive service.

9.2 Partner engagement

This area will undertake communications with the key partners to develop the narrative around transforming Plymouth City Council, using shared messages where appropriate.

Key partners to include

- Devon and Cornwall Police
- Plymouth Community Homes and other housing providers
- Clinical Commissioning Group (CCG) – Western Locality
- Plymouth Hospitals NHS Trust
- Plymouth Community Healthcare
- University of Plymouth
- City College
- Plymouth Chamber of Commerce
- Devon and Somerset Fire and Rescue Service
- Octopus project
- Schools

It aims to:

- Ensure the best mechanism for engagement through use of existing boards / meetings and link with the other engagement strands to reduce duplication wherever possible
- Undertake a wider communication exercise with other partners across the city that have not been reached as part of engagement on transforming the Council to date
- Minimise duplication, join up project work where possible so the same groups are not engaged about similar things but numerous times
- Seek to provide clarity and shared understanding

Participation ladder	Example
Engagement	Project information sent via organisational e-mail channels
Partnership	Focus groups with schools to develop the children's partnership
Citizen control/empowerment	IHWB shared communications and engagement plans across three public sector organisations and public reference group

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Transformation case study: creating a brilliant street service

As part of developing cleaner and safer streets and communities across Plymouth network meetings are now bringing together the voluntary sector (Octopus project), Plymouth Community Homes, AMEY, public protection, civil enforcement, residents associations, neighbourhood regeneration, waste services, street cleansing and grounds maintenance.

9.3 Political Engagement

Stakeholders include:

- The Leader
- Cabinet
- Transformation Advisory Group – members
- Transformation Portfolio Board
- The Council's Scrutiny function
- Shadow Cabinet
- Labour Group
- Conservative Group
- MPs

It aims to ensure that:

- Transformation programmes understand how and when to utilise democratic decision making processes available to them, and are aware of the importance, where appropriate, of ensuring elected member/political buy in and engagement throughout the transformation process. This will often involve existing opportunities for member engagement and information sharing.
- Cabinet members are informed of, and able to engage with, the development of the transformation projects and programmes

- New ways of engaging with councillors and members are considered – looking at new approaches, trialling and testing where appropriate – can no longer rely on 'have your say' meetings alone
- Councillors need to work co-operatively through their connections and community relationships, sharing ideas, problems and solutions at a local level. To fulfil this they will also need to work alongside other key agencies in the private, public and voluntary sectors, with community groups and citizens
- We need to support elected members to be effective and relevant in a co-operative and digital world – when citizens can do more for themselves, and councillors interact directly with individual citizens via social media, they will be able to focus on other areas of local leadership such as city growth

Participation ladder	Example
Information	E-mail updates
Partnership	Members working with communities on plans, focus groups, decision making shared – supported by online tools
Empowerment	Cater education – delegated responsibility

Transformation case study: waste collection re-zoning – started 19 Jan 2015

In the first week following the introduction of the new rounds we collected from around 180,000 properties. Only 900 bins were missed, accounting for 0.5% of all collections

In this time the contact centre took over 3000 calls, and only around 100 were dropped.

Around 120,000 properties have received a card advising of the new changes as well as stickers on bins.

Engagement has taken place with a wide range of businesses and voluntary and community organisations, including Plymouth University, timebanking groups and Plymouth Octopus Project

Changing Plymouths bin collection routes to be more efficient will save £1.3 million over three years and reduce our carbon footprint.

9.4 Customers and communities engagement area

Stakeholders include:

Customers – people who use services provided by the Council. This could be people who live, work and play in Plymouth or those who visit.

Communities – This can be broken down into:
- Communities of geography – people who share a space e.g. neighbourhoods
- Communities of interest – people who share a common interest e.g. Sports Clubs volunteers
- Communities of identity – people who share a common identity – e.g. people from a black and minority ethnic background.

This area aims for:

- More people feeling they can really have an influence on what happens in their community.
- Strong community leadership by supporting elected members to lead community engagement.
- More inclusive, structured and informed contributions to decision making at a local level (evidence based decision making).
- A co-ordinated and consistent model of community engagement and consultation based on what works best.
- A voice for all - support for wider communities and customers to influence, co-design and co-produce rather than a chance for a vocal few to dominate.

- A voice for young people and minority communities through structured engagement and a range of supported formats including digital media.
- One version of the facts going out to communities and customers to inform their input into the development and provision of services and commissioning.
- Consultation, data and insight gathered consistently and used to produce robust and real intelligence for transformation programmes.
- Where possible co-ordinated consultation and engagement programmes – to reduce duplication and engagement fatigue. A library consultation was run alongside a children centre consultation, asking very similar questions. GPS or schools could have also asked the same question – what community based services would you like to see out of this building? Citizens will continue to be confused about how they can influence if we continue this.

Participation ladder	Example
Information	Regular updates issued in community newsletters
Engagement	Neighbourhood meetings with liaison officers
Partnership	Community led projects, they set the goals and objectives and design the approaches and feed into the Council

Transformation case study: Plymouth Adult and Community Learning Services (PACLS)

Plymouth Adult and Community Learning service (PACLS) will become an independent joint venture with two key city based partners – Shekinah and YMCA Plymouth.

In November Cabinet approved the decision for the Community Joint Venture (CJV). The CJV called 'On-Course South West' will operate as a not-for-profit social enterprise.

PACLS, Shekinah and YMCA each hold high aspirations for learners, so by forming the joint venture the new service will have more freedom to design and deliver a wider range of learning opportunities, access increased levels of external funding, while also ensuring the continuation of targeted community learning to the most vulnerable across Plymouth.

10. Developing this strategy – making it happen

To implement this strategy each of the actions identified are highlighted below with timeframes next to them, with assigned responsibilities – the progress of this will be reported to Transformation Advisory Group and Transformation Portfolio Board.

	Action	To be completed by	Responsibility	Completion date
A1	All projects will be supported by case studies, or real examples, telling the story of the work and representing the views and feedback of those involved – the case studies should bring the benefits alive.	April 2015	Portfolio office Programme managers Nicola Lenden	
A2	Projects should all have communications and engagement plans before they are able to proceed.	March 2015 Almost complete	Portfolio Office Programme managers Nicola Lenden	
A3	The roadmap has already been developed and most of the case studies are now linked. This will need to be updated as projects develop and new ones come on board. Project teams to take responsibility of ensuring their case studies are current and up-to-date.	March 2015 Launch	Nicola Lenden Web team Programme managers Portfolio office	

B1	Transformation team newsletter – 'evolve'	April 2015	Nicola Lenden Corporate communications Web team Les Allen	
B2	All stories will therefore be tagged with a line at the end which says which one they fall within.	Completed		
B3	Transformation TV – set up a YouTube channel called 'evolve' to share videos clips and interviews – this is a channel that could be considered by each project team within their project communications plans.	May 2015	Nicola Lenden	
B4	SMS text messaging - develop a process for reaching frontline staff and trial in projects.	June 2015	Nicola Lenden Programme managers Les Allen	
B5	Social media - develop some training for the transformation team on how to use it effectively, look at projects to use it and the most appropriate platforms to reach the audiences.	June 2015	Nicola Lenden Corporate communications	
B6	Engagement and communications training – workshops for transformation teams that deliver core communications and engagement skills.	April – August 2015	Nicola Lenden	
B7	Member's briefings – monthly – should be planned on a six monthly timetable.	Ongoing	Portfolio office	
B8	Transformation discussion briefings - Plan a session on effective communications and meaningful engagement – invite (a) a member of staff who has been involved in meaningful engagement (do not need to be from PCC) and (b) someone who has been involved in meaningful community engagement, with clear results and learning.	April 2015	Nicola Lenden Les Allen Senior business change advisers	
B9	Schedule of payslip inserts	Quarterly		
B10	Spring/summer roadshows – deliver a series over roadshows between May and June with staff.	June – Sep 2015	Portfolio office SMT/CMT Nicola Lenden	
C1	Corporate social media guidelines should be re-visited and this flexibility provided.	July 2015	Nicola Lenden Corporate communications	
C2	Roadmap – bring the case studies that sit behind the roadmap alive.	July 2015	Nicola Lenden	
C3	Communications tools for project teams – templates/sign-off process/	March 2015 Almost complete	Nicola Lenden	
C4	Co-ordinated communications and engagement plan – over all projects	March 2015 Almost complete – up until May	Nicola Lenden Portfolio office Programme managers	
C5	Audit of transformation webpages	Ongoing	Project managers	

D1	Programme boards: – programme managers (Nicola/business change to attend) –organise communications attendance at all boards	Monthly	Nicola Lenden Senior business change advisers	
E1	All projects will have communications and engagement plans, a stakeholder map and agreed engagement approaches	Gateway process in portfolio office	Les Allen Portfolio office Nicola Lenden	
E2	SROs to clearly identify the resources needed and ensure they are in place to achieve the agreed objectives	Gateway process in portfolio office	Les Allen Portfolio office Nicola Lenden	
F1	Celebrate successes and evidence best practice i.e. via case studies	Ongoing	Project managers Nicola Lenden	

D1	Programme boards: – programme managers (Nicola/business change to attend) –organise communications attendance at all boards	Monthly	Nicola Lenden Senior business change advisers	