

To: Leadership Board

On: 20 February 2019

Report by: Chief Executive

Heading: Core values engagement and council communications

1 Summary

- 1.1 This report outlines a programme of engagement that will take place between April and June 2019, initially with employees, and then with local communities to update and identify core values for the Council, to both help shape the council's future marketing and communications strategies and become the foundation for an informal agreement with staff and communities on how we will work together to continue to build a better Renfrewshire in the coming years.
- 1.2 It is further proposed that a programme of engagement with Elected Members will take place in April with one-to-one and group discussions as required, to identify how the council can continue to build its relationships with communities, partners and employees and the values that are important to our collective success.

2 Recommendations

- 2.1 It is recommended that the Leadership Board notes the work to deliver a programme of engagement activity that will be delivered by the council's HR and OD, marketing and communications, and policy teams.

3 Background

3.1 Renfrewshire Council, like all local authorities, will face significant financial challenges and demand pressures over the next five years, whilst responding to new and emerging national policy, embedding community empowerment, delivering high-quality services, meeting community expectations and responding to the increasing need for the Council to respond and communicate in real time with citizens and customers.

3.2 There is an opportunity to refresh relationships with communities and partners to develop a new and better understanding about the council's role in Renfrewshire that will position the organisation as one that local people can continue to trust and rely on. By understanding what is important to staff and communities, we can reach out to audiences in a new way that removes barriers, opens new channels of communication, and empowers staff to become council ambassadors and deliver our values across their day-to-day working lives. We first need to have insight into current internal and external perceptions of the council and the values most important to our staff and communities. This development activity will:

- Help to shape a new relationship with staff, trade unions and communities that will support the Council's future decision making
- Help to shape our future communications and marketing strategies to bring the Council closer to local people
- Place staff and communities at heart of everything we do
- Help to create the right conditions that unlock the capability and potential of staff and communities
- Create and sustain the right corporate culture

4 Values development

4.1 An engagement programme has been designed that will allow staff and communities to identify new core values for the council – these are the guiding principles that explain what the council stands for, what is most important to us and what our communities expect from us. The engagement programme, facilitated by HR and OD and policy teams, will support the development of a 'Staff Deal' and 'Communities Deal' - statements of clear intent about how the council pledges to work in partnership with communities and with staff to make sure that the council's future vision is realised.

- 4.2 The core values identified will also provide the foundation for our new narrative - a promise to our staff, customers and partners that explains who we are, what we do, and what people can expect from us in future. It is anticipated this will clarify the council's role and purpose and better communicate the diverse, 24/7 nature of operations. It will place people at the heart of communications, reinforce our commitment to local communities and position the council locally and nationally as a great place to work. This work will be delivered in-house by the marketing and communications team to build the council's profile in Renfrewshire and across Scotland.

5 Engagement programme

- 5.1 The engagement programme will begin in April 2019 and will be supported by internal and external PR and marketing to encourage as many people as possible to take part. The programme objectives are to:

- Create a conversation with staff and communities that is new, fresh and exciting;
- Demonstrate the council's commitment to listening to what is important to staff and communities;
- Generate up-to-date insights about internal and external perceptions of the council;
- Build positive staff engagement - a strong connection between staff and council;
- Lay a good foundation amongst staff and local people for (and understanding of) the council's vision and priorities; and
- Do what it takes to meaningfully involve everyone who wants to participate.

- 5.2 Staff engagement will reach over 800 staff from across the council (10% of the council's workforce), in face-to-face focus group activity. Around 30 sessions will take place across Renfrewshire and at different times in the day to ensure representation from frontline services, with the Council's management team actively supporting focus group participation. All staff will be encouraged and supported to take part in the engagement process – either face to face or digitally.

- 5.3 Community engagement is proposed to launch later in April. Based on the 'what's our story?' engagement model used to develop our destination brand, we will drive awareness of the engagement through the council's digital channels, local press, partner network and local groups. Around 30 pop-up stations will be deployed across Renfrewshire to enable local people to tell us what makes their neighbourhood great and how the council and communities can work together to build for the future.

- 5.3 Feedback will be provided at the end of the engagement programme to share what people have told us - internally and externally, through internal communications and the council's owned external channels. This will keep staff and communities up-to-date on how their feedback and contribution is being used.
- 5.4 A new council narrative, key messages and brand model will be developed for roll out in autumn through ongoing communications and marketing campaigns that support future council policy and decision making.

Implications of the Report

- 1. Financial – None**
- 2. HR & Organisational Development –** HR & OD will support and encourage managers in all services to release staff enabling full participation in the engagement programme. Trade Unions will also be engaged with to support a successful and inclusive roll out.
- 3. Community Planning –** The community engagement programme will build on insights gained through previous engagement carried out by Community Planning Partnership.
- 4. Legal – None**
- 5. Property/Assets – None**
- 6. Information Technology - None**
- 7. Equality & Human Rights -** The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report the projects and criteria have been developed to provide opportunities across equality groups.
- 8. Health & Safety – N/A**
- 9. Procurement – None**
- 10. Risk – N/A.**
- 11. Privacy Impact – N/A**
- 12. Cosla Policy Position – N/A**

List of Background Papers

N/A

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