

North Lanarkshire Council

Report

Transformation and Digitalisation Committee

approval noting

Ref KH/LB/FMcF

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Digital NL Stakeholder Engagement and Communication Plan

From Head of Business Solutions

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Executive Summary

We aspire, and the associated Programme of Work recently approved by the former Policy and Resources and Policy and Strategy Committees outlined the activities and actions the council will take to develop North Lanarkshire as the place to Live, Learn, Work, Invest, and Visit.

With service users and employees having an increasing expectation around online, agile and flexible ways to engage and work with the council, the DigitalNL Transformation Programme has a key role to play in supporting the council to realise this place-based transformation. The report considered by Policy and Strategy Committee in March 2019 outlined the significant changes which will be required to services, infrastructure and culture, and the vital role stakeholder engagement has in ensuring our revised service models are designed around outcomes for business and community, rather than existing internal structures or processes.

Communications and engagement with employees, customers, businesses and residents needs to sit at the heart of our stakeholder engagement. This report summarises the suggested engagement approach in respect of the first phase of the Digital NL transformation programme, which forms part of the overarching Digital and IT Strategy referenced separately on the agenda.

Recommendations

The Transformation and Digitalisation Committee are requested to:

1. Note the planned stakeholder engagement activity, and;
2. Identify any additional channels or engagement mechanisms to include within the DigitalNL Communication and Engagement Plan.

Supporting Documents

The Plan for North Lanarkshire

DigitalNL will impact all Services and council priorities, with the phased implementation presenting a huge opportunity to deliver on the ambition of North Lanarkshire being *the* place to Live, Learn, Work, Invest and Visit

Appendix 1

DigitalNL Communication and Engagement Plan

1. Background

- 1.1. The DigitalNL Transformation Programme was approved by Policy and Strategy Committee on 21 March 2019, and will now move forward at pace to realise the range of benefits outlined within that report.
 - 1.2. Significant change will be required to realise the benefits available through the SmartNL and DigitalNL projects, and to ensure the success of these key projects, service and organisational change will be taken forward on an iterative and collaborative basis.
 - 1.3. Effective communication is essential to the success of the Programme, as people need to understand how planned change will impact or affect them so they can prepare accordingly. One size and approach will not fit all, and our communication with employees will vary significantly from that with communities and service users.
 - 1.4. In recognising communication with employees, customers, businesses and residents needs to sit at the heart of our stakeholder engagement, this report summarises the planned engagement approach in respect of the first phase of the Digital NL transformation programme.
 - 1.5. This plan forms part of the council's overarching Digital and IT Strategy, reported separately for member consideration and approval.
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2. Report

- 2.1. The Digital and IT Strategy, reported separately on today's agenda, aims to bring all digital and ICT related plans and policies together to ensure they take account of both national and local initiatives and any inter-dependencies arising from these.
- 2.2. The Programme of Work approved at Policy and Strategy Committee in March 2019 illustrates the DigitalNL Communication and Stakeholder Engagement Plan needs to ensure service design reflects stakeholder needs, views and aspirations. In recognising all plans need to align to the council's Strategic Policy Framework, the DigitalNL Communication and Engagement Plan forms part of the overarching Digital and IT Strategy.
- 2.3. Item P069 of the Programme of Work illustrates stakeholder engagement is key to the success of DigitalNL, and needs to be taken forward through a plan capable of evolving and adapting to reflect stakeholder views and needs. This report outlines a suggested approach for phase one of the Digital NL transformation programme, and provides an early opportunity to ensure the views of members of the Transformation and Digitalisation Committee are reflected in our engagement approach going forward.
- 2.4. The DigitalNL Communication and Engagement Plan contained within Appendix 1 illustrates this plan aims to:
 - Ensure people are informed and consulted about digitisation and what it means for them;
 - Minimise resistance to change through addressing concerns and misconceptions surrounding new ways of interacting and working;
 - Make people aware of the support and learning opportunities available to gain new skills;
 - Raise awareness about how to get involved, share ideas and help shape digital services; and
 - Engage and inform all involved and/or affected by changes planned.

- 2.5. The plan outlines the range of communication and engagement approaches which are planned to support the introduction of digital services in the period up to December 2019. Focussing on employees initially, members will note for example, the planned Digital Skills Week and intention to involve employees in service redesign workshops.
 - 2.6. Turning to customer engagement, the plan illustrates 2019 as predominantly informative, with external media channels for example being used to communicate when digital options will be introduced, benefits of these and mechanisms for accessing them.
 - 2.7. User feedback and uptake of planned training events will be monitored to ensure the aims of the plan are being delivered, with communication thereafter tailored to meet identified needs and aspirations.
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3. Equality and Diversity

3.1 Fairer Scotland

The Fairer Scotland Duty is intended to reduce the inequalities of outcomes caused by socio – economic disadvantage. The wider ambitions of the DigitalNL programme look to address digital equality across the North Lanarkshire area, with engagement through the Employee Equality Forum and organisations such as Digital North Lanarkshire and North Lanarkshire Tenant Forums expected to assist the Council in complying with its Fairer Scotland Duty obligations.

3.2 Equality Impact Assessment

There is no direct impact as a result of this report. However, specific equality impact assessments will be undertaken by council services as the Programme progresses further into the phased implementation stages, with any outputs appropriately reflected within tailored communications and engagement.

4. Implications

4.1 Financial Impact

Costs associated with delivering digital skills are reflected within the overall Programme investment previously approved by the Policy and Strategy Committee. Financial Solutions are presently working with the DigitalNL team to agree the overall budget required for the first phase of the Programme.

4.2 HR/Policy/Legislative Impact

The plan contained in Appendix 1 illustrates the importance of working with HR professionals and Trade Unions to establish fit for purpose consultation and communication arrangements.

4.3 Environmental Impact

There are no implications of this nature arising from this report.

4.4 Risk Impact

Arrangements for identifying and managing risks linked to the DigitalNL Programme are outlined within the DigitalNL progress report contained separately within this agenda. There are presently ten key risks highlighted in respect of the Programme including “*high reliance on cultural / behavioural change*” and “*deliverability of DigitalNL strategic programme and business as usual changes*”. This plan demonstrates the structured approach proposed as a key control measure for minimising the impact of these risks,

5. Measures of success

- 5.1 Success will be evidenced through technology being efficiently and effectively deployed to support digital solutions which are informed by and reflective of stakeholder needs, views and aspirations.



Head of Business Solutions

DigitalNL Communication and Engagement Plan

Overview

The DigitalNL programme aims to support delivery of The Plan for North Lanarkshire through significantly changing the way the council delivers services, connects communities and enables businesses.

Communications and engagement with employees, customers, businesses and residents will be essential for ensuring future service needs are satisfied.

This plan summarises how the integrated DigitalNL team plan to engage with key stakeholders to implement the first phase of the Digital NL transformation programme and the associated new ways of working across all areas of council activity.

Communication Objectives

- Ensure people are informed and consulted about digitisation and what it means for them
- Minimise resistance to change through addressing concerns and misconceptions surrounding new ways of interacting and working
- Make people aware of the support and learning opportunities available to gain new skills
- Raise awareness about how to get involved, share ideas and help shape digital services
- All involved/affected feel engaged, informed and positive about the changes planned

Key Message Areas

Communication messages will be both generic covering all audiences and modified to suit individual groups depending on the activity.

Where possible, they will be linked to the council's overarching objective to make North Lanarkshire a place where people want to live, learn, work, invest and visit. This will reinforce consistency and support the work underway to enhance our reputation and status as a leading local authority in Scotland.

Messages will be based around how DigitalNL is set to make things easier and deliver a better outcome for everyone and will be structured around the following themes:

Better Service: *Digital processes built around customer insight that are effective and make a difference.*

Better Workplace: *Technology supporting agile working putting staff in control of their workload and gaining better work/life balance.*

Better way of operating: *Streamlined and more efficient internal processes.*

Better and stronger economy: *Employment opportunities through skills development and attracting and retaining businesses and investors.*

The following section outlines the communication and engagement approaches to support the introduction of digital services.

Integration/Transformation Approach: Based on phase one covering People and Organisation Development, Waste Services and Fleet Operations and quick wins from Health & Social Care



Consultation/Communication to support change (May-June 2019)	Design Stage (July-September 2019)	Delivery (October-December 2019)
<p>NLC Employees</p> <ul style="list-style-type: none"> - Work in collaboration with our Employee Relations/TOD team to establish consultation/communication approaches to inform and support staff through the changes. Trade Unions will be made aware of the impact on job roles and will be part of the consultation process. - Circulate Service Release Road Map of the transformation programme and timeline associated with service level changes. A Q&A to address concerns, provide points of contact and share training opportunities to gain new skills will support this. - Digital Skills Week – ‘Shaping the Future’ Lack of digital skills was the main concern raised in every service readiness session. A wider training needs analysis will also be developed to support ongoing learning. - Digital Transformer Notice and short videos shared to explain more about the role. Eleven Transformers represent the services involved in phase one and will help provide information and deliver necessary training. 	<ul style="list-style-type: none"> - Communications and engagement centred on getting staff involved during the design stage of the service changes through workshops and online feedback sessions. Getting this right from the outset will drive engagement and desire to switch to online channels. Outputs and progress regularly shared through internal channels. - Designing and using new systems will require new skills. Internal campaign based around ‘Train for Change’ launched to ensure staff are ready to work in a different way. - ‘What I learned’ comments developed and shared via platforms such as Yammer to encourage others to find out more and take part in similar training. - Face-to-face sessions hosted by officers from Corporate Management Team to reinforce the importance of getting involved during this initial phase and answer/address questions and concerns. - 	<ul style="list-style-type: none"> - ‘Go Live’ information shared with staff. This will be in video format and feature staff across POD, H&S Care & Waste Management to summarise what has happened and share the benefits being achieved. Create positivity and enthusiasm for next stage. - Internal communication channels to share ongoing results – what is working, what we have learned and what we will do differently.

<ul style="list-style-type: none"> - Release animated videos highlighting cyber security. Learning area identified in Digital Skills Survey and will support roll out of mobile devices and manage security risks. 	<ul style="list-style-type: none"> - Yammer Q&A session to reach broader staff base. Opportunity for informal discussion about the wider transformation programme along with answering questions on the current/next stage. This will encourage use of our digital communications platform. <p>Digital Transformers will be present at key locations to encourage and help staff take part. All issues/responses will be collated and made available internally.</p>	
<p>Digital Transformers</p> <ul style="list-style-type: none"> - Assist production of relevant internal communication from the beginning. - Organise and deliver events during Digital Skills Week. - Test team for O365 – trained to use MS products and become ambassadors for adopting the system across our service areas. 	<ul style="list-style-type: none"> - Encourage people to get involved in the design stage and help shape the style of communications produced to ensure we share a true reflection of feedback and work going on. - Their O365 skills and awareness used to help colleagues understand the products that will improve the way we work, Teams, SharePoint, Staff Hub etc. 	<ul style="list-style-type: none"> - As part of the delivery phase, Transformers (from each service area affected e.g. POD, Waste Management, H&S Care) will produce a round-up of the changes so far and the benefits becoming visible. Style can vary from blog post, video update, picture-led. Shared at the end of the year to celebrate the successes.
<p>Customers</p>	<ul style="list-style-type: none"> - Information stage for service users. What, why and when digital options are being introduced and how they can access them. Messages shared via existing external media channels. - Content will focus on the digital infrastructure being put in place across 	<ul style="list-style-type: none"> - ‘Get online’ style campaign launched to support the switch to digital services. - Share the vision of a modern NL and the work planned to achieve this ambition. - Messages shared highlighting the efficiencies/benefits being gained through digitisation and the investment

	NL to allow superfast connectivity - along with the skills development support and access to devices that is available to enable digital transactions.	being placed back in the areas that need it most
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Monitoring/Evaluation

This communications plan will evolve, adapt and incorporate new methods and approaches to reach and engage our audience groups and deliver on the programme goals.

User feedback and uptake levels will be monitored via online systems and data analytics to ensure we produce communications that support everyone through our digital transformation.