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**REPORT TO THE MEETING OF THE EXECUTIVE 22 JULY 2021****PORTFOLIOS: COMMERCIAL, BUSINESS, LOCAL ECONOMY & LEISURE; TOURISM; AND CUSTOMER****REPORT FROM: ACTING MANAGING DIRECTOR****SUBJECT: COUNCIL PROJECTS PROGRAMME MANAGEMENT OFFICE****1 DECISION BEING RECOMMENDED**

- 1.1 That updates be noted on the Council's three projects: the Connect Programme and the Asset Delivery Programme (both GOLD projects) and the Beagle Event project (a SILVER project).

**2 REASONS FOR RECOMMENDATION**

- 2.1 The Programme Management Office (PMO) has oversight of three projects that report to meetings of the Executive: the Connect Programme and the Asset Delivery Programme (both GOLD projects) and the Beagle Event project (a SILVER project). Updates are provided quarterly to the Executive.

**3 SALIENT INFORMATION****Connect Programme**

- 3.1 Since the last report, the Connect Programme Board has been established, meeting quarterly with agreed Terms of Reference (**Appendix 1 Connect Programme Board Terms of Reference**). Significant progress has been made against the Connect Programme plan with all workstreams on target. These milestones remain as per those shared in the report to Executive of 8 July 2020.
- 3.2 The Foundation Phase and the Discovery Phase, led by the Key Change Champions group are complete. The outputs of the Discovery Phase are captured in **Appendix 2 Latest Connect Project Plan**. The purpose of the Discovery Phase was to review the Council's opportunities for driving transformational change across all services, as identified by the Key Change Champions, in line with the objectives of the programme. These centred on digital technologies designed to improve residents' interactions and dealings with the Council, e.g. by improving 24/7 access to services via web channels and electronic service delivery: allowing customers to self-serve together with system and process improvements which will reduce the cost of processing and keep services relevant and accessible to residents.
- 3.3 It is a fundamental premise of the programme that any investment proposed should be subject to a business case on an "invest to save" basis.

- 3.4 As part of the Planning Phase, ideas put forward by the Key Change Champions are subjected to peer review through the Check, Challenge and Probe (CCP) Group. This Group was established to review emerging business cases to ensure their viability with clear and maximised benefits. In turn these will be reviewed by the Leadership Team to prioritise and agree those invest to save projects with the greatest benefits, mindful of the impact on resources. Those business cases agreed by the Leadership Team will then be brought to the Executive for formal decision. It is anticipated that the first business cases for invest to save projects will be presented to the Executive on 9 September 2021; following validation by the Leadership Team.
- 3.5 The Staff Development Programme launched in March 2021 with the purpose of developing officers in the skills required to operate in a more agile, digital first culture. Members previously approved a 12 month extra resource in HR to support the development and initial implementation of the programme, which has delivered the intended results. Between March and May 2021, 18 workshops were delivered (9 external and 9 by the HR team) with excellent evaluation results, which show a high correlation between the intended learning outcomes and the actual benefits felt. 24 more workshops are planned over the coming months, including management development modules and Microsoft training. From the autumn the programme will continue, but at a slower pace as it embeds in to 'business as usual' for the HR team.
- 3.6 Following the agreed governance and approval of invest to save business cases presented to the Executive in the autumn, Connect Programme resources, including HR support, will be reviewed. At this point the level of required resourcing will be assessed to ensure the continued delivery of the Connect Programme objectives.

#### **Asset Delivery Programme**

- 3.7 As reported at a meeting of Council in September 2020, two 'stop / go' decision points were included within the ADP contractual arrangements with gb partnerships. It is at these 'stop / go' decisions that, following completion of various site surveys and when the outcome of the planning applications are known, the Council will be able to make an informed view of the likely overall financial exposure across the whole Programme and it has the opportunity to move ahead with the Programme at this point or not.
- 3.8 The first of these stop/go points is currently programmed for the autumn of 2021 (for the South Street sites, the Freight House, and the Civic Suite site). The second stop/go decision for the Mill Arts & Events Centre site is currently programmed for February 2022.
- 3.9 All Members were invited to the Partnership Panel meeting held on 26 May where the engagement feedback was presented. The Council committed to releasing all the engagement feedback collated across all the sites by the end of June; that commitment was met. Notes of all Partnership Panel meetings

that have been released for publication can now be found on the Council's website here: <https://www.rochford.gov.uk/asset-delivery-programme>

- 3.10 Following feedback from the public relating to the Mill Arts & Events Centre site, officers have been reviewing the proposals. That work is ongoing and is being progressed in earnest with gb partnerships. Until that work is complete, no decision will be taken in respect of that site.
- 3.11 It remains the case, however, that the Council must continue to plan for the first stop/go decision. Accordingly, a Decant Subgroup has been set up to lead the key tasks to ensure timely handover of the assets pending decision of Council. This does not prejudice the outcome of the stop/go decision but ensures that the Council is properly prepared.
- 3.12 Due to the buildings being closed currently, Number 19 and 57 South Street were prioritised for decant preparation works followed by the Civic Suite and the Freight House. Decant works for Nos. 19 and 57 South Street are now complete and decant work for the Civic Suite and Freight House are now beginning. For the Civic Suite an inventory has been prepared to ensure all items within the building have been catalogued and officers continue to work closely with Rayleigh Town Museum and their team of volunteers. As Numbers 3 -15 South Street would be the last site to transfer and not until the proposed new offices at the Freight House have been completed, it will however be the most complex as it is the main operational building. Learning from the decant process will be embedded into this final planned decant.

### **Beagle Project**

- 3.13 A meeting took place with the Portfolio Holder with responsibility for Tourism and others to discuss how elements of the Beagle Event could be incorporated into a wider celebratory event for the whole district which would run alongside and complement the popular Rayleigh Town Council Trinity Fair. Unfortunately, due to capacity issues for the Acting Managing Director and the continued uncertainty regarding COVID-19 restrictions, no further planning has taken place.

## **4 RISK IMPLICATIONS**

- 4.1 The risks identified in PMO projects will be reviewed as they evolve. PMO will monitor the risks of each project individually for impact on its own project and all other PMO identified projects, as well as impacts on the Business Plan and Medium-Term Financial Strategy.
- 4.2 All identified risks and issues for the Connect Programme are recorded on the master Connect Programme Risks and Issues Log, which is regularly reviewed by the Connect Programme Manager in liaison with the Connect Project Team. Similarly, Council risks are monitored by the ADP Project Team via the ADP Risk Register and Programme risks via the Programme Board.

**5 RESOURCE IMPLICATIONS**

- 5.1 The Connect Programme continues to be delivered within the resources previously agreed by the Executive on 8 July 2020. The Transformation Programme Manager resource will be reviewed following the completion of the Business Analysis work as further project resource may be required to support the invest to save projects.
- 5.2 The HR Manager secondment arrangement which supports the Staff Development Workstream is due to finish at the end of July 2021. Any future resource requirements will be a decision for the Executive.
- 5.3 The Asset Delivery Programme is being delivered within the resources previously agreed by Council in October 2020. A further detailed update will be provided at the first Stop/Go point in Autumn 2021.
- 5.4 The underspend from the abortive Beagle Event is held in reserve until such time as a new event is devised.

**6 LEGAL IMPLICATIONS**

- 6.1 There are none arising out of the contents of this report.

**7 EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 There are none arising from this report.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

LT Lead Officer Signature: \_\_\_\_\_



**Acting Managing Director**

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**Background Papers: -**

None.

For further information please contact Acting Managing Director

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If you would like this report in large print, Braille or another language please contact 01702 318111.



*Cultural and Transformation Programme*

## Appendix 1

### **Programme Governance**

#### **Connect Programme Board**

##### **Terms of Reference (January 2021)**

#### **1. PURPOSE**

- 1.1 The Programme Board is ultimately responsible for the delivery of all aspects of the Programme

#### **2. RESPONSIBILITIES**

- 2.1 Communicating information about the Programme to the Leadership Team;
- 2.2 Management of risks associated with the Programme and those escalated from the Project Team;
- 2.3 Approving any sub or invest to save projects within the Programme in liaison with the Leadership Team
- 2.4 Approving any BAU projects (funded outside the Programme) to be monitored within the Programme if they align with the objectives of Connect; and
- 2.5 Approving reports and reporting to the Leadership Team and Executive Committee

#### **3. CHAIR, SECRETARIAT & MEETING FREQUENCY**

- 3.1 Meetings will be chaired by the Programme's SRO
- 3.2 Minutes of meetings will be taken by the Programme's SRO and circulated within ten (10) Working Days after the meeting – to minimise impact on resources this may take the form of circulating agreed actions
- 3.3 An agenda will be produced by the Council's SRO (in consultation with the Programme Manager) and circulated to all members of the Programme Board no later than five (5) Working Days before the scheduled date of the meeting – this may take the form of a 'standard' agenda
- 3.4 Unless the Programme Board Members otherwise agree, the Programme Board shall hold at least one meeting in each quarter
- 3.5 Meetings to take place by video conference
- 3.6 Additional meetings may be arranged should there be a need

#### **4. REPORTING**

- 4.1 The Programme Board shall receive reports from the Programme Manager (prepared in consultation with the Programme Workstream leads), together with any other reports identified by the Programme's SRO or the Programme Manager as being appropriate to bring to the Programme Board
- 4.2 Reporting shall take the form of Highlight Reporting, including as a minimum:
  - High level progress to workstream plans;
  - Any risks or issues and mitigating strategies;
  - Key activities planned for the next period;
  - Any anticipated exceptions to the Programme;
  - Key activities for the next period

## 5. MEMBERSHIP & EXPECTATIONS OF MEMBERS

- 5.1 The Programme SRO shall appoint up to six Programme Board Members.
- 5.2 Guests may be invited to meetings of the Programme Board where relevant on an ad hoc basis and with the prior consent of the Programme's SRO

## 6. QUORACY

- 6.1 Meetings would require at least the following core Programme Board members to be in attendance:
- Programme SRO
  - Programme Member Sponsor
  - Programme Manager

## 7. REMOVAL OF PROGRAMME BOARD MEMBERS

- 7.1 The Programme SRO shall be entitled to remove and replace the Programme Board Members (or any of them) appointed by it. Any removal of a Programme Board Member shall be effected by notice in writing and shall take effect when served (subject to any contrary intention expressed in the notice)
- 7.2 Notwithstanding any other term of this Agreement, the Programme SRO shall forthwith remove a Programme Board Member (in accordance with paragraph 7.1) where:
- The Programme Board Member is convicted of any offence of fraud or dishonesty; or
  - The Programme Board Member ceases to be employed by the Council or an elected member of the Council; or
  - The Programme Board Member ceases to be formally engaged or commissioned by the Council
- 7.3 If a member of the Programme Board is removed for any of the above reasons, the Programme SRO shall appoint the successor to sit on the Programme Board as a replacement member of the board

## 8. REVIEW OF TERMS OF REFERENCE

The Terms of Reference for the Programme Board shall be reviewed by the Programme SRO on a quarterly basis

## MEMBERSHIP

Member	Role in organisation	Role on Programme
Dawn Tribe (Chair)	Assistant Director – Transformation and Customer	Programme SRO (and link to Service Delivery and ADP Workstreams)
Cllr Cheryl Roe	Elected Member and Deputy Leader	Programme Member Sponsor
Angela Hogg	PM service commissioned via EELGA	Programme Manager (advisor)
Louisa Moss	Assistant Director – People & Communities	Communication & Engagement Workstream Lead (to be invited)
Matt Harwood White	Assistant Director – Assets & Commercial	Asset Development Programme Workstream Lead (to be invited)
Nicky Amor	HR/Transformation Project Lead	Workforce Development Workstream Lead (to be invited)

**ALL 2-Year High Level Project Timeline - RDC Connect Programme 16.06.21**

Please note: this project plan outlines anticipated timelines and activities - these may change depending on differing priorities and resourcing demands as the Connect Programme progresses

Senior Responsible Officer - (SRO) Dawn Tribe (DT), Angela Hutchings (AH) - Project Sponsor, Leadership Team (LT), Project Manager Angela Hogg (AURUM) PM, Matt Harwood White (MHW), Nicky Amor (NA), Mike Hammond (MH), Katie O'Brien (KOB), Sarah Orchard (SO), Luke MacKenzie (LMK), Louisa Moss (LM), Workstream Leads (WL), Marcus Hotten (MxH), Naomi Lucas (NL), Laura Bliss (LB), Ami Goulter (AG), Karen Glanville (KG), Darren McLoughlin (DMcL), Zoe Saward (ZS), Cathy Wood (CW), Angela Law (AL), Sonia Worthington (SW), Key Change Champions (KCC), Check, Challenge, Probe Group (CCP) - Key decision points and milestones highlighted in YELLOW

No	Item	Lead	Key Input	Comments	BRAG - Please select	2020						2021						2022								
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>1 General Initial Project Activities/Considerations</b>																										
1.1	PM appointment	SRO	LT		1	X																				
1.2	PM initial meetings	PM	LT	LT and key leads	1	X	X																			
1.3	PM bi weekly project meetings with SRO	PM	SRO	DT, also joined by NA and MH (until end November 2020) - meetings held in diaries	1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
1.4	PM meetings with DT, NA, KOB and MH	PM		Various to discuss programme and business analysis planning	1	X	19.08	02.09	X	X	X	X	X	X												
1.5	Develop high level project plan (draft)	PM	SRO, NA, MH		1		X			X			X				X			X			X			
1.6	LT signoff of high level project plan	PM	LT, SRO	For sign off by SRO and LT Future 3 monthly project plan updates shown for info	1				X			X			X			X			X		X			
1.7	Intro meeting with Member Project Sponsor Cllr Cheryl Roe	PM	SRO/WL	At regular bi-weekly project meeting	1																					
<b>2 MH - Business Analysis</b>																										
<b>2.1 Diagnostic Phase</b>								X	X	X	X	X	X													
2.1.1	LT Business Analysis Workshop	MH	PM, SRO	To confirm future ways of working: strategic outcomes and priorities - Connect Programme key measures of success and list and rank outcomes to be achieved by Business Analysis. SRO attending	1				19.10																	
2.1.2	Business Analysis Workshop slides and notes	MH	PM, SRO, LM, NA	MH to sign off notes and circulate to LT	1				By 26.10																	
2.1.3	Rework of Connect project plan	PM	MH	MH and PM to meet to incorporate revisions following Business Analysis Workshop and first draft business analysis approach and impact on other elements within Business Analysis Section 2	1				X																	
2.1.4	MH to meet with Marcus Hotten (MxH)	MH	MxH	As unable to join Business Analysis Workshop and incorporate MxH feedback	1				27.10																	
2.1.5	MH to meet with Naomi Lucas (NL)	MH	NL	See outputs below  UPDATE 04.11.20 - summary of the 2020-21 budgets by Management, Portfolio and Govt Return structures provided. Outstanding documents to follow by 6.11.20	1				29.10	11.11																
2.1.5.1	Documentation and information to be provided by NL	NL	MH/LT	Identify PIs, Costings & Cost Comparators, and data sets that are currently used, and readily available @ Rochford. Propose which of these should be used for the programme of Business Analysis Reviews	1					6.11																
2.1.5.2				Identify which services are currently grouped together for CIPFA cost comparison purposes etc.	1						X															
2.1.5.3				Propose which services should be grouped together for each of the Business Analysis Reviews - to be revisited after budget concept work and as part of business analysis	1						X	X	X	X	X											
2.1.6	Recirculation of Connect Executive Committee Reports Feb and July 2020	PM	LT	For LT to refamiliarise themselves on what has been signed off by Members	1				X																	
2.1.7	Briefing of first draft of business analysis approach with Angela Hutchings (AH)	SRO	NA, PM	SRO to update AH on the meeting with MH. Also cover role of Key Change Champions and sessions now provisionally planned for Feb/March 21.  Meeting with AH 11th Dec - Key milestone: - Review business analysis approach and toolkit in light of budget concept outcomes - Proposed next steps re sharing with LT - Proposed engagement with Key Change Champions - Next steps  Reset of business analysis requirements	1																					
2.1.8	Share first draft of business analysis approach and key timeline/decision points	MH	PM, SRO	MH to agree with SRO/AHu how/when shared with AH	1						X															
2.1.9	Budget challenge meetings - budget concepts outputs	INFO			1				X	X	X															
2.1.10	Confirm method of updating both Member sponsors	SRO	PM, MH	SRO to advise Wider Member group to be updated via Exec	1					X																
<b>2.2 Design and Delivery Phase</b>												X	X	X												



2.2.1	DT, NA and PM to meet and progress agreed actions and next steps	PM	PM, SRO, NA	Meeting - DT, NA and PM (following meeting with AH 09.12)	1							11.12																									
2.2.2	Draft outline proposal signed off	LT	NA, PM	At LT Business Review Meeting 15th December 2020	1							15.12																									
2.2.3	Confirm Key Change Champion membership	LT	NA, PM	Role, responsibility and how will be supported by LT - following feedback from LT December 2020. On agenda at KCC meeting January 2021	1							15.12	22.01																								
2.2.4	Rework of business analysis template	SRO	PM, NA	Review example template in conjunction with specified requirements DT to forward to NA and will arrange to be typed into Word format	1						X	X																									
2.2.5	Agree key design principles	PM	SRO, NA	Agreed by LT - confirmed in AH KCC presentation 22.01.21	1							X																									
2.2.6	Business analysis toolkit/template - sign off by end January 2021	SRO	PM, NA	Review, revise and develop - consider in relation to each of the agreed business analysis steps	1							X																									
2.2.7	Circulate business analysis toolkit	PM	SRO, NA, LM	To KCC	1								w/c 01.02																								
2.2.8	CCP Group (check/challenge/probe) ToR	PM	SRO, NA	Signed off by Project Team 06.01.21 - signoff by CCP Group 01.03.21	1								X	X																							
2.2.9	Meeting to discuss CCP group	SRO	PM	PM to organise once DT has spoken with relevant ADs Attendees - SRO, PM plus two members	1								X	X	01.03																						
2.2.10	Comms and update to CCP check/challenge/probe group	SRO	PM, NA	With ToR	1								X	X																							
2.2.11	Business case and supporting templates	PM	SRO, NA, KOB	Templates and approach as agreed at Connect Project Meeting 23.12.20	1								X	X																							
2.2.12	Sign off of business case template and supporting documents	SRO	PM, NA	Will form basis of business analysis work with KCCs	1									X	3.03																						
2.2.13	Planning for Key Change Champion meeting in January	NA, PM	SRO, NA	<b>See further details about activities and actions relating to KCC in Service Delivery Section</b>	1								X																								
2.2.14	KCC meetings	NA, PM	SRO	Review business analysis proposals/ideas generated - take forward in line with agreed business analysis process Agenda to be circulated in advance	2									22.02	29.03	26.04	24.05	14.06 & 28.06	26.07	23.08	27.09	25.10	29.11	27.12													
2.2.15	CCP template/guidance to PM	SRO	PM	By SRO	1									X																							
2.2.16	Signoff of CCP template/guidance	SRO	PM	Upload to KCC area	1									X																							
2.2.17	Consider financial impact within business case	SRO	PM	Consider additional template or additional info within business case Agreed with SRO that sufficient info within current business case	1									X	X																						
2.2.18	Continual review of super quick, quick win and business case tracker	PM	SRO, NA, KOB	By KCC, CCP and Connect project team KCCs to keep updated re all proposals and ideas Will form baseline of developed pipeline <b>PM to follow up monthly with leads to confirm completed - check progress from June 2021</b>	2										X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
2.2.19	DT to share tracker with ADs and AH	SRO	LT	Link to tracker sent to DT by PM 31.03.21 PM email update to LT	1										15.04																						
2.2.20	Business analysis	KCC	LT, SRO, PM, NA	Collaboration across groups/services to describe the benefits of the proposed solution	2									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
2.2.21	Initial CCP Group phase	SRO	PM, CCP	To develop viable completed business analysis outline proposals - folders to be set up on G drive for business analysis proposals ready for LT review	1									X	X	X																					
2.2.22	CCP meetings	PM	CCP members	Email to CCP and KCC 31.03.21 outlining process and key timeline 09.04.21 - deadline for first business case proposals to be shared with CCP by KCC lead(s)	2										X	12.04	10.05 & 25.05	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
2.2.23	Corporate scanning business case	SO	SRO, PM	SRO and PM met with SO to clarify priority of business case. PM to review draft from SO. DT advised for PM to focus on emerging Connect business cases and project plans 09.06.21	1											1.04	X	X																			
2.2.24	Gateway Review	SRO		Review Connect programme resources (Mike Hammond, PM and NA/HR)	2												X																				
2.2.25	Arrange for developed business analysis proposals/outline business cases to go to LT meeting	PM	NA	May need to arrange separate LT meeting for this, i.e. not go to Quarterly LT business review meeting in May Agreed 12th May (project meeting 31.03.21) - paperwork on 10th May. NA arranged	2									X																							
2.2.26	Arrange invite for KCC to LT meeting on 12th May	NA	SRO, PM		1										X	X																					
2.2.27	Arrange invite for KCC to Connect Programme meeting on 26th May	PM	SRO	SRO decided not required 28.04.21	1										X	X																					
2.2.28	Additional Connect Project Team meeting	PM	SRO, WSL	For LT 12th May 21 meeting preparations	1											5.05																					
2.2.29	Arrange invite for KCC to Exec on 9th Sept	PM	SRO	May not be applicable as non virtual from June 2021 therefore limited capacity for attendance - to be reviewed nearer the time (09.06.21)	2										X	X																					





4.2	Initial Connect staff updates before LM progresses as WL	SRO	PM	General regular updates. Two draft comms prepared - decision needed as to whether 1st from SRO is still relevant after State of the Nation feedback State of Nation to staff sets scene for Connect to move forward with comms from LM	1						X	X																										
4.3	State of the Nation	INFO		Zoom staff meetings led by Shaun Scrutton & Angela Hutchings	1						X																											
4.4	Celebrate successes	LM	NA, SRO, PM	Note and monitor for comms - captured on quick wins, business case tracker	5						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
4.5	Member updates - via SRO and Exec as required	SRO	PM	Leader, Connect Project Sponsors/Deputy Leader (Portfolio) and other members as relevant	1								11.11			1																						
4.6	Leader/Portfolio/Member engagement with staff	SRO	LT, NA, PM, LM	See agreed reporting and monitoring process flowchart	1						X	X																										
5	Connect Workstreams - Main Projects, with Asset Development Programme included for monitoring purposes																																					
5.1	Asset Development Programme (ADP) - Lead MHW - separate project plan and reporting via agreed ADP governance																																					
5.2	Comms and Engagement - Lead LM																																					
5.2.1	Appoint Comms and Engagement lead	SRO		Louisa Moss confirmed as lead - meeting with PM 28.09.20	1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
5.2.2	Clarify scope of C&E WL	PM	SRO	Internal comms and link to external via Asset Development WS. C&E WS lead will need to incorporate comms and engagement from the Asset Development WS in the Connect comms plan, including stakeholder engagement  Additional project plans need to incorporate comms and engagement considerations, so that the C&E WL is aware of all activities to inform any internal comms and ensure all are aligned with consistent messaging	1																	30.09																
5.2.3	Review and update of C&E project plan	PM	LM	Following business analysis workshop to be in position to sign off by end October	1																	21.10																
5.2.4	Initial comms meetings	PM	NA, LM, DT, LB	To clarify roles, responsibilities and governance - internal, members, customers, other stakeholders, format/channel, frequency, signoff. Agree and arrange future meetings - including with WL, key change champions and staff 'Connect' group	1																																	
5.2.5	LM meeting with WorkStream Lead - NA	LM	NA	Re comms and engagement	1																																	
5.2.6	LM meeting with WorkStream Lead for ADP	LM	DT/LB/MHW	Re comms and engagement	1																																	
5.2.7	Issue first comms	LM	WL, PM, SRO	LM to issue after DT has updated/reconvened Key Change Champions. Also to reference launch of Digital Skills Audit (NA) UPDATE 28.10.20: As State of the Nation updated all staff on Connect, feels appropriate now for LM to issue first comms, no need to reconvene Key Change Champions separately at this stage. LM will however run first comms past Key Change Champions and look to join relevant meetings with the group once DT has reconvened. LM to consider giving heads up to AD before issuing first comms	1																																	
5.2.8	Explore various channels and media to communicate and engage with staff	DT	LM	To avoid reliance on/supplement all staff emails. May include alerts, Yammer, Tell Us More, video capability (not an option in the short term, although exploring blockers to video use). Teams channel set up in progress (14.12)	2																																	
5.2.9	Gov delivery system - staff comms	LM	LB, LT	List of unsubscribed to LM from LB. LM to follow up with LT and look to encourage resubscription followed by 'relaunch' of system before 11.12.20 (next all staff comms)	1																																	
5.2.10	Staff voice email	LM	ICT	Arrange access for DT and CPM - remove MxH, retain NA	1																																	
5.2.11	Monthly comms - format and media to be confirmed as options explored	LM	PM, WL, SRO	Following on from initial comms sent 10th November Monthly all staff updates via email and intranet (frequency and medium may increase/adapt depending on volume and type of information to share)  Message - 'tell our staff first', 'our staff have the answers', 'get involved'  Media - Staff alerts, Intranet, Blogs, Directorate/Team meetings, Workshops	2																																	
5.2.12	LM to meet with NA re comms	LM, NA		Consider support to NA re comms and messaging due to breath of workstream activity	1																																	
5.2.13	Develop Comms action plan for Connect & incorporate on Connect project plan as relevant	LM	PM, WL, LB, NA	Progress to date: Internal comms. prioritised engaging KCC's to support with wider messaging. 'Setting the scene' completed with new monthly 'all staff' messaging, promoting collective responsibility to communicate on Connect. Plan drafted - to engage KCC following January meeting	1																																	
5.2.14	Review monthly highlight reports for key messages to incorporate into staff updates	LM	WSL, PM		2																																	
5.2.15	Liaise with ADP and WorkStream leads for content and input to Connect comms and engagement and ensure messaging is aligned and consistent across the programme	LM	ADP lead and WSLs		2																																	
5.2.16	Liaise with Key Change Champions (KCCs) to support wider Connect messaging and engagement	LM	DT, KCCs, WSLs		2																																	
5.2.17	Liaise with Staff Connect Group (SCP) to support wider Connect messaging and engagement	LM	NA, SCG	Consider promotion of progress made re super quick, quick wins including visula etc	2																																	

5.2.18	Request LT members refer to Connect in weekly blogs and other relevant communications	LM	LT		2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
5.2.19	Monthly meetings with Connect PM to discuss progress with comms and engagement to ensure WorkStream remains on track	LM	PM		2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
5.2.20	Agree any relevant messaging with Connect SRO at regular project meetings	LM	DT, NA, PM		2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
5.2.21	Explore additional communication channels to achieve a variety of ways to reach staff	LM	Comms		2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
5.2.22	Develop two-way initiatives with KCCs, SCG and staff to encourage engagement - may include workshops.	LM	KCCs, SCG, DT, NA, MHW, PM	Developing our staff to adapt to change (quarterly/monthly) Staff development catalogue Pulse surveys	2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
5.2.23	Promote the recording of ideas generated through the KCCs, so PM can log on tracker	LM	KCCs, PM		2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
5.2.24	Connect Teams drop in sessions to discuss the project, answer questions, generate discussion	LM	DT, NA, PM		2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
5.2.25	'Sharing evidence/outcomes'. Linking to core business, priorities, values	LM	SRO, PM, WSL	Committee reports/decisions Member presentations and PFH briefings	2														X			X				X			X											X	
5.2.26	'Lived examples' evidencing Connect progress	LM	SRO, PM	Members Bulletin Social media/web site/media releases Partner networks	2														X			X				X			X											X	
5.2.27	Quick pulse survey to assess current level of understanding of Connect to focus further comms work - have you heard of Connect, do you know what Connect means for you, do you know what Connect means for the Council, do you know what Connect means for the customer	LM	Comms, DT, NA, PM		2															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
5.2.28	Follow up pulse survey to check progress	LM	Comms	Inform future comms and engagement planning	2												X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
5.2.29	RDC Budget Survey	INFO		Residents and businesses	1					19.10	Ends 15.11																														
5.2.30	<b>Four main workstream themes: to inform the Communication Strategy from Executive Report Feb 2020</b>																																								
	- 1. Strategic Narrative Theme	LM	PM/NA/SRO	Developing a strong strategic narrative about the organisation - where it has come from and where it is going - communicating this to our communities and stakeholders	5																																				
	- 2. Engaging Managers/Managers/Key Staff Theme	LM	PM/NA/SRO	Developing managers, Members and key staff who will also be part of the the Workforce Development Workstream as Champions	5																																				
	- 3. Employee Voice Theme	LM	PM/NA/SRO	Creating an employee voice through the Council, reinforcing and challenging views; ensuring they are listened to and invited to contribute their experience, expertise and ideas	5																																				
	- 4. Integrity Theme	LM	PM/NA/SRO	Ensuring the Council's values are reflected in day to day behaviours of its staff	5																																				
	Pulse surveys	LM	PM/NA/SRO	Possible first one asking for quick wins via Staff Connect group	5																																				
	<b>Phase 1 Foundation: approach outlined in Executive Report February 2020</b>																																								
5.2.31	Underway and about using existing communication and engagement models and resources to capture and document best practice - resource and skills gaps identified in this phase	LM	PM, WL, LB, NA	Connect resources secured 2 x Connect days undertaken previously Staff survey undertaken	2		X	X	X	X	X	X					X	X	X																						
	<b>Phase 2 Discovery: approach outlined in Executive Report February 2020</b>																																								



5.4.5	Assess training partners	NA	PM, SRO	Build in any procurement considerations	2					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.6	Develop coaching culture	NA	PM, SRO	Support managers to create own solutions (not go to HR for answers)	2			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.7	MS Training	NA	PM, SRO		1			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.8	Feed in Business Analysis work	NA	PM, SRO	Guidance and direction from LT to inform training programme and workforce outcomes and needs analysis (5.4.2)  Building in regional work, learning and sharing	2				X	X	X	X	X	X	X	X	X	X	X	X	X					
5.4.9	Digit skills assessment 14th to 27th November 2020	NA	LM	To be referenced in first LM comms to staff, then followed up separately launching audit by NA	1				X																	
5.4.10	Staff Connect Group - NA chairs	NA	PM, SRO, LM	Email update sent to group by NA Nov 20	2							27.01			X			X			X			X	X	
5.4.11	Review and circulate revised ToR for Staff Connect Group	NA	LM/DT		1							X														
5.4.12	Training needs analysis	NA	PM, SRO	Systems training TNA started in November 2020. Wider TNA being developed for engagement with LT and staff through a number of different engagement methods	2					X	X	X	X	X												
5.4.13	Systems training	NA	PM, SRO, LMK, AG, SO		2				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.14	Develop staff development programme (SDP)	NA	PM, SRO	Key priorities and values are known, so this can be progressed - mindful of any output from business analysis	2				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.15	Workforce Development Assessment of Digital Skills Audit results	NA	PM, AG, LMK	Work with Key inputs and preferred training provider to develop programme for systems training	1							X														
5.4.16	Workforce Development Course catalogue	NA		Develop and populate a live course catalogue	1				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.17	Develop and Publish Appraisal Policy and Handbook - June - September 2021	NA		This is going to QBR in August for sign off	2													X								
5.4.18	Workforce Development Appraisal Tool - Develop	NA	LMK	Work with Key inputs to develop the new appraisal tool	2				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4.19	Workforce Development Appraisal Tool - Pilot and develop training	NA	LMK	Work with Key inputs to develop training/Run pilot	2												X	X	X							
5.4.20	Workforce Development Appraisal Tool - launch	NA	LMK	Work with Key inputs to launch the new appraisal tool	2												X	X	X							
5.4.21	Workforce Development Agile Working Policy	NA	LM, SRO, PM, AH	First draft complete. Socialise during November	1				X	X	X															
5.4.22	KCC Brad Solomon session	NA	KCC		1								30.04													
5.4.23	Set up meeting with Daryl Miller from Braintree re accessing Management Development course	NA	AH, DT	Explore how we can link	1				X	X																
5.4.24	Meet with HR to agree HR workshops for SDP and plan broad timetable and deadlines for design	NA	HR Team		1				X	X																
5.4.25	Assess budget and plan for SDP				1							X														
5.4.26	Debriefs from KCC re Mgt Devt pilot sessions	NA	HR Team		1							X	X													
5.4.27	Develop approach to evaluation and further Training Needs Analysis	NA	HR Team		2											X	X	X								
5.4.28	Develop a Buddy system	NA	HR Team		2							X	X	X												
5.4.29	Assess training needs of potential superusers	NA	HR Team		2										X											
5.4.30	Review generic pocket books and assess which need editing	NA	HR Team		2										X											
5.4.31	Start detailed planning of Microsoft training roll out including how to maximise attendance	NA	HR Team		2										X											
5.4.32	Capture actions from staff survey and impact on SDP	NA	HR Team		1									X												
5.4.33	Work collaboratively with R French to plan H&S e-learning roll out	NA	HR Team, R French		2									X	X	X	X	X	X	X	X	X	X	X	X	X
<b>6</b>	<b>Connect Sub Projects - further to each approved business case</b>																									
<b>6.1</b>	Add here as each are approved	PM	SRO, PMO	Monitor and report on progress																						

6.1.1	CRM GovService	LMK	SO, DT, PM	Project plan detail to be entered once business case developed and approved by Exec	5			X	X	X	X	X	X	1.03	X	X	X	Exec 7.07	X	X	X	X	X	X	X	X	X	X	X	X	X	X
6.1.4					3																											
6.1.5					3																											