

Appendix A: Target Operating Model

**Scrutiny Update: Engagement, Communication
and Change Implementation**

Scrutiny Recommendations November 2024- preparing for 6 Feb Update

1.Scrutiny Recommendation	Updates
1.That the Cabinet place Slough residents at the centre of the development of the TOM by asking for a Communications and Engagement plan to be developed and implemented as soon after its Cabinet meeting in November as is possible	See draft plan setting out ways we need to communicate and engage.
2.That the Cabinet sets out its expectations for the quality of resident engagement, prior to that engagement commencing, by defining/adopting a set of community engagement standards. The [Scottish] National standards for community engagement offer a useful model for this purpose.	See draft principles to be adopted by Cabinet in March 2025, and before this to be developed with community partners.
3.That the Slide Pack/any communications material is re-written in plain English for residents	Under development as a brochure.
4. Change management plan update	Outline of approach, what is already in place and next steps

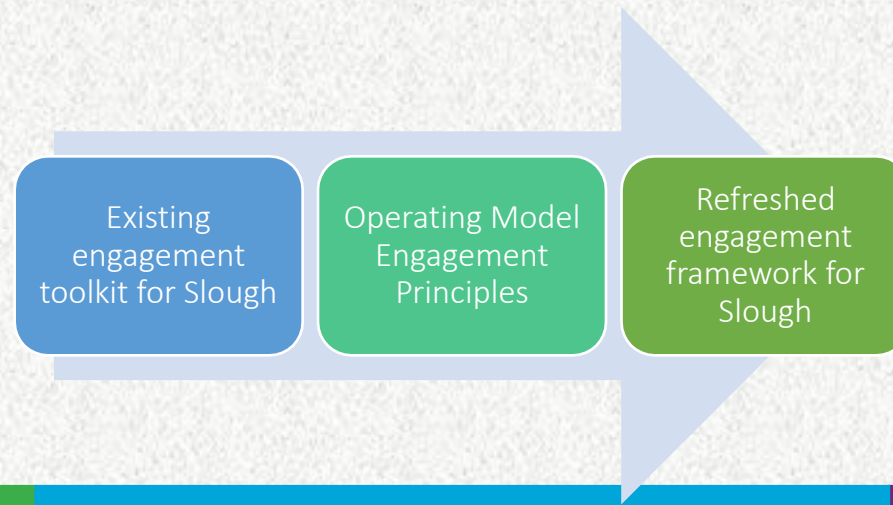
Building on wider work – existing and planned



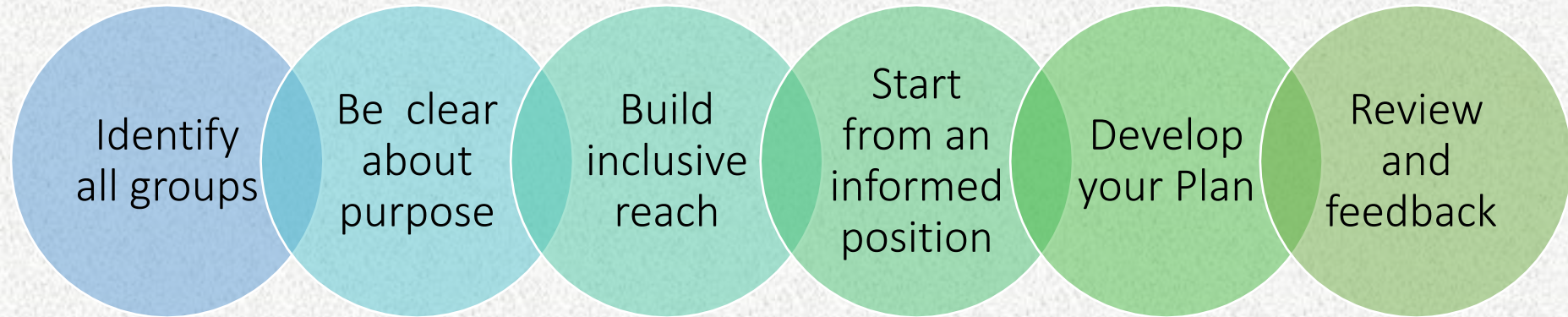
These principles and the plan set out, support wider work in the Improvement and Recovery Plan to develop a systematic approach to resident engagement. We are committed to:

- o Developing a proactive and systematic resident engagement framework that guides the way we communicate and engage with residents, in a more segmented and sophisticated way
- o Developing a gateway to ensure greater consistency in consultation –with support and approval managed corporately

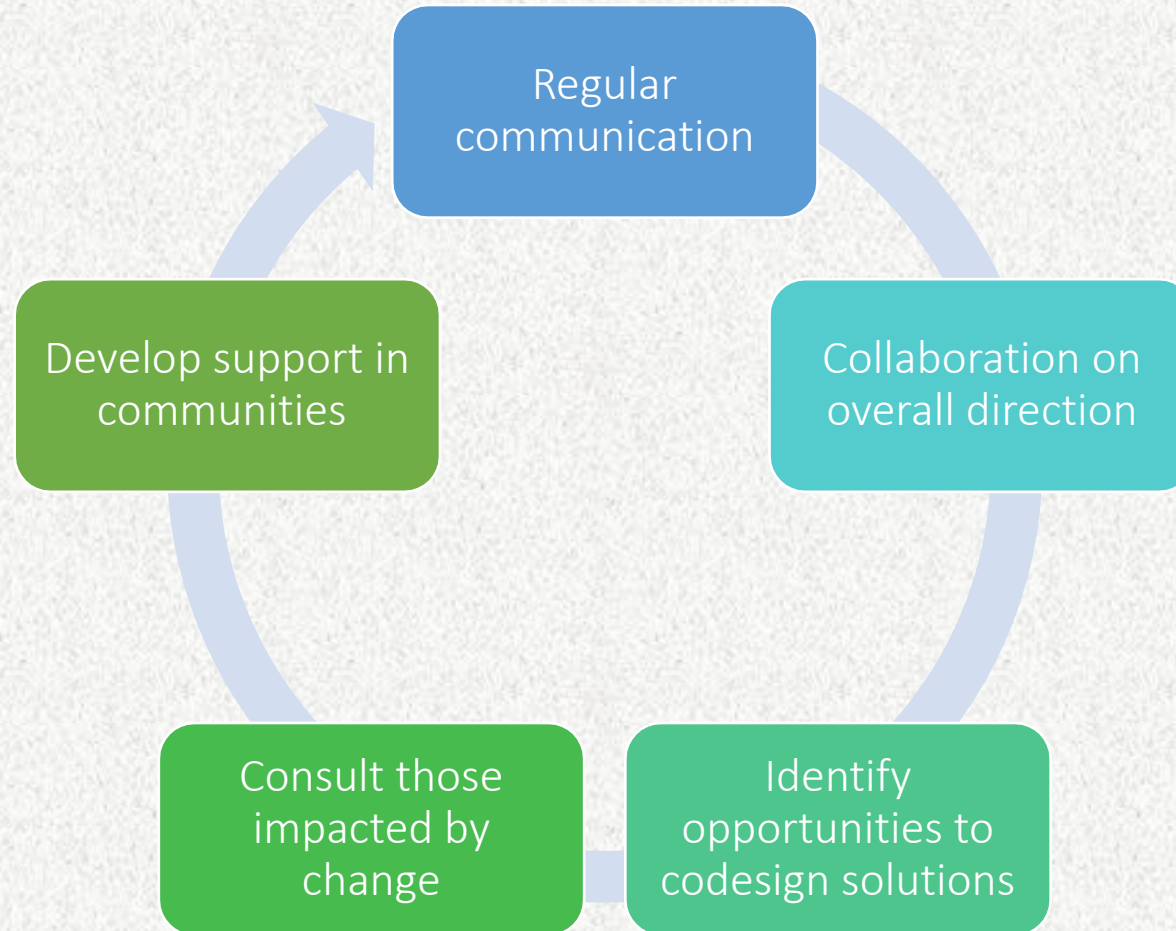
There is also already [a community engagement toolkit](#) adopted by Slough Borough Council. The operating model principles and plan are informed by this. These will help inform the final future framework we adopt for the Council.



Principles



Framework for plan



Engagement principle 1: Identify all groups to engage

Why this matters	What this will look like
<p>Mapping and gapping of groups will help ensure all groups are thought about and included in a planned way from the beginning.</p> <p>This will help identify the right methods to use to engage groups, in order to be inclusive and accessible.</p>	<p>Stakeholder engagement undertaken to identify different groups and contact points, how they should be engaged and what their key interest is.</p> <p>External groups:</p> <ul style="list-style-type: none">• Businesses• Strategic partnerships• Statutory Partners• Stakeholder groups• VCS / Community Groups• Residents – by geography and different equality groups• Other Councils <p>Internal stakeholders:</p> <ul style="list-style-type: none">• Staff• Managers• Trade Unions• Members

Engagement principle 2: Be clear about purpose

Why this matters	What this will look like
<p>There are different reasons to engage at different times.</p> <p>The purpose of engagement should be very clear and communicated openly. The mode of engagement should be fit for purpose depending on the purpose of engagement.</p>	<p>A clear purpose needs to be stated and we need to be honest and clear about the terms of engagement- why are we engaging, what can we influence</p> <p>The methods of engagement need to openly support achieving this purpose</p> <p>Feedback needs to be captured accurately and shared back, referring back to the original purpose.</p> <p>The rest of these principles work through the different ways that it will be necessary to engage with residents and other stakeholders and what that could look like.</p>

Engagement principle 3: Build open and inclusive reach

Why this matters	What this will look like
<p>Need a diversity of channels and ways to reach all residents overcoming barriers such as language, digital access, trust</p>	<p>Online</p> <p>Working with partners to reach residents</p> <p>Targeted communication</p> <p>Design and language Plain English</p>

Engagement principle 4: start from an informed position

Why this matters	What this will look like
<p>Residents, staff and members have already shared their insight in many ways.</p> <p>We need to do this justice.</p>	<p>Pull together existing insight – from surveys, complaints, consultations and engagement activity as well as voluntary sector projects and scrutiny reports</p> <p>Build a rich picture of current services and opportunities to change</p> <p>Go into engagement from an informed position so residents do not feel they have to start from scratch again.</p>

Engagement principle 5: be planned

Why this matters	What this will look like
<p>Planning will help us</p> <p>Build on what has been said before</p> <p>Proactively go to where people are rather than expecting them to come to us</p> <p>Making sure no one is left out because we have thought about everyone from the start</p> <p>Help us design the most inclusive methods</p> <p>Give people time to take part and respond</p>	<p>Build a picture of current insight</p> <p>Be clear about purpose of communication and engagement</p> <p>Develop a stakeholder engagement plan</p> <p>Develop a timeline for engagement activities including appropriate methods for engagement</p> <p>Test and iterate this</p>

Engagement principle 6: Review and Feedback

Why this matters	What this will look like
<p>Reviewing and evaluating the results of your engagement activities to understand whether your original outcomes have been met</p> <p>Be open to learning and adapting future approaches</p> <p>Sharing the findings and outcome of your engagement activities</p>	<p>Undertake a review of how the activity went and share this as part of feedback.</p> <p>Build changes into future plans.</p> <p>Record, analyse and share feedback and show what has changed as a result.</p> <p>Add to ongoing repository of insight.</p>

Engagement plan: Communicate regularly to those impacted

Why this matters	What this will look like
<p>People most impacted need regular, open updates</p> <p>They need to know how they will be affected and when and how they will be consulted and engaged</p>	<p>Residents:</p> <ul style="list-style-type: none">• Landing page on website• Woven into strategic narrative and newsletter that is under development• Stakeholder briefings (meetings and updates) <p>Staff:</p> <ul style="list-style-type: none">• Staff Newsletters• Talkabouts and directorate meetings• Drop ins• Trade Union - sessions <p>Businesses and Partners:</p> <ul style="list-style-type: none">• Stakeholder briefings• (meetings and updates) <p>Members:</p> <ul style="list-style-type: none">• Member newsletters• Regular briefings

Engagement plan: Work collaboratively on future design of Council

Why this matters	What this will look like
<p>Slough Borough Council's future needs to be shaped by all stakeholders, rather than consulting right at the end.</p> <p>Our plans need to be developed alongside other plans.</p>	<p>Residents / Staff / Members</p> <ul style="list-style-type: none">• Stakeholder groups help test and iterate overall plans <p>Businesses and Partners:</p> <ul style="list-style-type: none">• Strategic conversation about plans and how those intersect and impact on others in Slough

Engagement plan: co-design solutions with residents and partners

Why this matters	What this will look like
<p>Will help us design and deliver what is needed from the lived experience of residents and customers – not from service siloed perspectives</p> <p>Will help us get things right first time</p>	<p>Identify opportunities to redesign services with residents – starting with front door</p>

Engagement plan: consult those impacted

Why this matters	What this will look like
<p>Those directly impacted will need to be consulted directly.</p>	<p>Identify all changes that will impact staff and residents</p> <p>Develop consultation forward plan</p> <p>Work with services affected to design appropriate consultation based and equality impact assessment based on groups impacted</p> <p>Identify changes needed following consultation</p>

Engagement plan: develop support in communities

Why this matters	What this will look like
<p>We need to develop more enabling and empowering services and support in the community.</p> <p>We need to tackle root causes rather than presenting issues.</p> <p>Engaging residents will help the Council to work with residents and partners to strengthen the support networks needed in communities</p>	<p>Identify opportunities to develop different ways of engaging people using services as part of new operating model.</p> <p>Work with frontline services to develop more strength based conversations that help identify what support a resident can access in the community for example. Work with frontline staff, the voluntary and community sector and service users to develop approaches with them.</p> <p>Work with voluntary and community sector and partners to develop support in communities</p>

Change Management Plan

Role	Activity	Resources
<p>Implement the overall operating model and review and evaluate if intended benefits are on track</p>	<p>Direction, programme management and governance, workforce and workplace planning and communication ,connecting to corporate plan and medium term financial plan-</p>	<p>Programme Director Programme Management Office and Delivery Team – analysts, change support, digital change support, PMO, programme managers and project managers Finance, procurement, communications and HR OD and change support Strategic partner</p>
<p>Implement the individual change and transformation programmes that will be identified through the operating model.</p>	<p>Delivery of transformation programmes to ensure financial and community benefits are realised and are aligned to overall direction of operating model</p>	<p>Transformation Programme Teams (corporate or in services) Finance, procurement, communications and HR OD and change support Overseen by Design Authority</p>
<p>Develop the conditions for change that are needed for the operating model to succeed</p>	<p>Improvement and recovery proactively driven to develop the conditions needed for a future council to succeed Wider conditions for success identified and enabled</p>	<p>As set out in next slides.</p>

Update from November 2024 Engagement

- **Voluntary and Community Sector**
 - > 40 Attendees from 28 Organisations
 - 6 Tables discussing Access, Resources and Partnerships
 - Feedback: >230 Distinct opportunities were feedback
- **SBC All Day Drop In Sessions**
 - 68 Members of Staff dropped in across the two days
- **Members' Briefing**
 - Ongoing engagement with Members, (eg CIS Committee)
 - All Members Briefing
 - Part of Communication Campaign

Summary of Feedback from Voluntary and Community Sector Roundtable

Feedback:

- Positive about approach being taken
- Starting to put the right building blocks in place; celebrate and promote these
- Some excellent resources available to staff and resident- people are not aware of how to access them; residents and staff alike
- Too many Front Doors-routes into services; confusing to residents and staff
- Accessibility : Health Watch Findings - "*Slough is Inaccessible*"
- Too much silo working : remove barriers, share intel
- Business processes are lacking: currently inconsistent
- Wiki poor, and online applications Time Out

Summary of Feedback (Continued)

Moving forward:

- Need to engage, take counsel from, VCS *earlier*
- Break down barriers- signpost to services quicker
- Foster stronger partnerships with organisations; better communications / understandings
- Residents supported in communities first
- Empower staff to take responsibility, and initiatives
- Upskill staff: Cascade Knowledge / Train the Trainer

Conditions for success – improvement and recovery action plan

- Stable finances
- Sound corporate services
- Strategic and democratic core
- Procurement and commissioning
- Organisational intelligence
- Culture and workforce
- Partnership working
- Equality diversity and inclusion
- Communications and engagement

Conditions for success- communities & place

Strong and resilient communities	Residents, communities, partners work together to build resilience in communities , empowering residents to support themselves and each other, and creating opportunities in communities and helping to build trust and reach into diverse communities. It also helps build good community relations and cohesion. Work in Public Health and Place Partnership
Equality Diversity, Inclusion	By proactively taking action to inequality, eliminate discrimination and bias and build community relations , we will be better able to meet and anticipate needs support prevention and early intervention, get things right the first time and ensure effective reach. All aspects of the operating model will also need to be grounded in detailed analysis on the impact of proposals on Slough's residents.
Economic Growth and devolution	An economically prosperous place that benefits residents will help build our business base and revenue, enable residents to be more financially resilient and bring investment that can help the town be more vibrant and sustainable.