

ITEM No ...5.....

REPORT TO: POLICY & RESOURCES COMMITTEE – 25 JUNE 2018
REPORT ON: CHANGING FOR THE FUTURE PROGRAMME - C2022
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 223-2108

1.0 PURPOSE OF REPORT

1.1 This report outlines the projects for next phase of the Changing for the Future programme (C2022).

2.0 RECOMMENDATIONS

2.1 The Committee is asked to:

- Approve the proposed Changing for the Future work programme for 2018-2022 as set out in Appendix 1 of the report.
- Note the work within the transformation programme focuses on medium to long-term transformation of the Council's service delivery, while contributing to short to mid-term savings plans aimed at addressing our financial challenges and supporting the delivery of the City Plan and Council Plan objectives.
- Note that reports will be brought back to the Policy and Resources Committee outlining progress of this phase of the programme and more detailed project specific reports to the appropriate Committees as required where policy or investment decisions are required.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications as a result of this report.

3.2 In Report No 51-2018 to the Policy and Resources Committee on 22 February 2018, the Council's financial outlook for 2018-2021 was set out. The report included a range of projected savings and efficiencies which may be required over this period in order to achieve a balanced budget. The cumulative savings required for this period ranges from £30.7M to £47.6M. The projects in this report aim to deliver long term change but at the same time contribute to short to medium term savings.

4.0 CHANGING FOR THE FUTURE

4.1 Dundee City Council continues to build upon a strong reputation with a track record of ambition and achievement. Despite the challenges faced, we have so far been able to meet the challenges of delivering best value in a difficult financial environment with increased demand for services, continued to pursue an agenda of improving our services for our citizens and minimised the impact on frontline services. Thus far, our well established Changing for the Future (CFTF) programme has completed over 100 projects and helped the Council to realise over £80 million worth of savings since 2010.

4.2 The most recent phase of the CFTF programme, phase 4, concluded in March 2018. The total savings projected across 2016/2017 and 2017/2018 was £26.696M and £26.098M (98%) was achieved of this total. The remaining 2% will be expected to be delivered within the next phase of the programme. In addition to this there are existing projects that will continue beyond phase 4 e.g. property rationalisation, fleet and transportation, admin/clerical support, etc.

4.3 The CFTF programme will continue to contribute to the projected savings and efficiencies detailed in 3.2 to achieve a balanced budget. Some savings have already been identified for the CFTF programme in 2018/19, primarily coming from ongoing projects (Property Rationalisation, Fleet & Transportation, Channel Shift and Clerical/Admin Support) and from early scoping of the five priority projects listed in 6.9. The estimated savings from the CFTF programme in 18/19 ranges from £2.7M to £3.6M (subject to further scoping and development of detailed business cases).

- 4.4 With the launch of the new Council and City Plans for Dundee at the end of 2017 setting out a vision to make Dundee a smarter, fairer and attractive city, it is important that the Council builds on its strong track record of transformational change to help achieve this vision for Dundee.

5.0 CONTEXT FOR LOCAL AUTHORITIES

- 5.1 The challenges local authorities continue to face have been highlighted in reports published by the Accounts Commission 'Local Government in Scotland Financial Overview 2016/2017' ([November 2017](#)) and 'Local Government in Scotland Challenges and Performance' ([April 2018](#)). Some key messages from these reports are as follows:

- *Council's financial challenges continue to grow and they need to have ambitious savings plans to balance their budgets.*
- *Developing new ways of working - or transformational change - is now an essential part of the agenda for Councils as they respond to these challenges.*
- *Councils are engaging with the increasingly difficult task of managing the competing priorities of reducing costs, maintaining services for an ageing population and implementing significant policy and legislative changes.*
- *Councils have done a considerable amount to manage the impact of continued budget reductions, and national indicators suggest maintained or improved performance in a number of areas.*

- 5.2 The above reports and Best Value Assurance Reports undertaken by Audit Scotland, highlight that transformational change is increasingly important to Councils as they seek to improve local outcomes with less money. Implementing successful transformation is not easy and the scale of the challenge means the pace of change needs to increase. Successful transformation requires robust planning, clear and coherent leadership, suitably skilled staff and may need investment in the short term to save in the long term.

- 5.3 There is a strong consensus across the public sector in Scotland that in order to balance the forecast increased demand for public services without the same increase in resources, the Council will have to continue to transform and redesign the way that it provides services, as well as work increasingly in an integrated way with partners in the Dundee Partnership and communities to achieve better outcomes. As the Council transforms how the public sector works, it is clear that it has to work harder to build stronger, more resilient communities and promote effective community leadership.

6.0 C2022

- 6.1 To help the Council continue to 'change for the future' and contribute to Dundee's vision, laid out in the Council and City Plans, it was agreed that our transformation programme should continue beyond phase 4 and should align more closely to our key plans and strategies, over a similar time period.

- 6.2 Before developing the next phase, we undertook a review of the previous four phases, evaluation other Council's change programmes, workshops, engagement sessions, development meetings and a review of numerous policies, plans and strategies. This work has resulted in a redesign of the programme and its approaches based on feedback from across the Council about how previous phases of the programme were run, managed, delivered and monitored.

- 6.3 The next phase of the CFTF programme, known as C2022, will run from 2018-2022, a time period which will see a continually changing landscape for the public sector in Scotland, UK and Europe and goes hand and hand with ongoing financial pressures.

- 6.4 The vision for C2022, focusses on developing an organisation which:

- Puts citizens at the heart of all the services which it delivers.
- Puts local democracy at its core.
- Aims to re-design its methods of service delivery to focus on addressing the needs of our citizens first time, reducing the need for repeated, unnecessary requests for services.

- Seeks to shape local markets, support regional working and encourage collaborative methods of delivering core services.

6.5 To help deliver this vision, the new programme will prioritise its focus on the following areas:

- Strong focus on **digital** transformation.
- A **commissioning** approach to service provision.
- Full **service re-design** rather than continuously improving existing systems and processes.
- There will be strong focus on the Children and Families and Dundee Health & Social Care Partnership services as there is likely to be significant, **ongoing demand issues** in these areas in the future.
- Identifying opportunities for enhanced **revenue generation**.
- Making the most of our physical assets and people, maximising flexibility and best value.

As well as ensuring alignment to other key corporate strategies, including but not limited to: City Plan 2017-2027, Council Plan 2017-2022, Financial Strategy (Revenue and Capital), Our People Strategy, Digital & IT Strategies and the Tay Cities Deal, as this becomes finalised.

6.6 C2022 is the Council's corporate transformation programme, and will work closely with key partners and other Councils to ensure that projects are delivered to shared goals, objectives and avoid duplication of work, effort or spend to help deliver on improving city-wide outcomes.

6.7 Details of the themes and projects that will form C2022 are contained in Appendix 1 of this report. During the life of this next phase, the identified projects will continue to evolve, change and be added to by other projects to meet new and emerging priorities. The list of 20 projects detailed further in the report is not an exhaustive list for the next four years - the transformation programme will continually change to best support the Council's objectives over this period.

6.8 Each project will be fully scoped through the development of detailed business cases which will be submitted to the relevant committees, where appropriate, for discussion and approval before the projects are taken to the delivery stage.

6.9 We are standing in a good position with a good track record ready to face the challenges of the next four years, however it will take dedication, commitment, clear goals and objectives, openness, transparency, effective communication and a culture of change and transformation to make our ambitious targets achievable while delivering the best for our citizens.

6.10 In agreement with the Council Management Team, the following new projects should be prioritised for 2018/19. More details on these projects are provided in section 4 of the report.

1. Supporting learning & care in Dundee
2. Charging, concessions & commercialisation
3. 365 Schools
4. Flexible Workforce
5. Mobile digitally enabled workforce

7.0 POLICY IMPLICATIONS

7.1 This report has been screened for any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues. An impact assessment will form part of each project contained within the programme.

8.0 CONSULTATION

8.1 The Council's Management Team have been consulted in the preparation of this report.

9.0 BACKGROUND PAPERS

9.1 None

David Martin
Chief Executive

Date: 12 June 2018

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1. INTRODUCTION

The Council with its partners across Dundee are constantly reviewing its overall strategic objectives in light of new challenges. The Council recently fully endorsed the shared vision for our city set out in the Dundee Partnership's [City Plan 2017 – 2026](#).



The Council subsequently agreed its [Council Plan 2017-22](#) which sets out how we as a local authority will play our part in achieving this vision for the City. The Council Plan also outlines that we need to continue on our Changing for the Future transformation journey by reviewing and changing how the Council operates to help make this vision a reality.

The **Changing for the Future (C2022)** programme's primary aim is to support the Council in its delivery of the Dundee City Plan, its strategic priorities and the associated Dundee outcomes. The Changing for the Future programme will be restructured to ensure it can better support these strategic aims, as well as the outcomes laid out in the Council Plan.

The focus of the C2022 is on assisting the delivery of the city and Council plans and the long-term transformation of services to ensure the Council can continue to deliver high quality services for the benefit of Dundee's citizens.

While the main objective of the programme is as stated above, the programme will continue to support savings targets through identification of saving opportunities in the course of long-term transformation projects and will work closely with finance leads on all projects to find a balance between transformation for citizen benefit and identifying savings for the support of Council budgets.

The programme will feed into the Tay Cities and Dundee approach to improving outcomes. Additionally, the programme will continue to focus on transformation and be closely linked with the Council's financial strategy.

The Council has a vital role in enabling transformational change to meet the needs of the city. There are three main drivers of change:



The rising and ageing population



The Council has to keep a balanced budget with increasing cost pressures and demands



The type of work we do and the technology we use to do it is changing

2. WHY WE CONTINUE TO TRANSFORM

C2022 has a clear vision to develop an organisation which:



In order to deliver on the priorities set out in the City Plan and our Council Plan we will:



Continues to make best use of the financial resources available to us, ensuring best value for the public purse

Have a flexible, skilled and motivated workforce



Listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed

Work closely with our partners, including local communities, focusing on our agreed outcomes for all the citizens of Dundee.



Our aim is to be the best we can be – whether in terms of cost, efficiency or the achievement of the key outcomes set out in the Council and City Plans. Dundee is already a well performing Council, but we want our services to be great and among the top performing in Key priority areas. We are digitally skilled but on a journey to being a smart and connected digital city. We are recognised as sound but want to be known as ambitious and innovative.

How the Council shapes itself to empower communities, manage finances, and make best use of technology and other assets will be a significant challenge and opportunity. The Council has integrated children and family services and health and social care. The Council is also embracing new technologies that can improve lives and communities such as new online services, smart city initiatives and technology enabled care.

It is important that the programme focusses on our citizens and working in partnership with others such as the Health and Social Care Partnership and Leisure and Culture Dundee. The C2022 and partner programmes will focus on ensuring that the lives of our citizens, regardless of background, age or circumstance, are made better by delivering the services that matter to them, in a way that meets their needs because we have designed the services with them, not just for them.

Managing change presents new challenges, including an increasingly complex organisational landscape and changing demands from the public based on their lifestyle, technology use and needs.

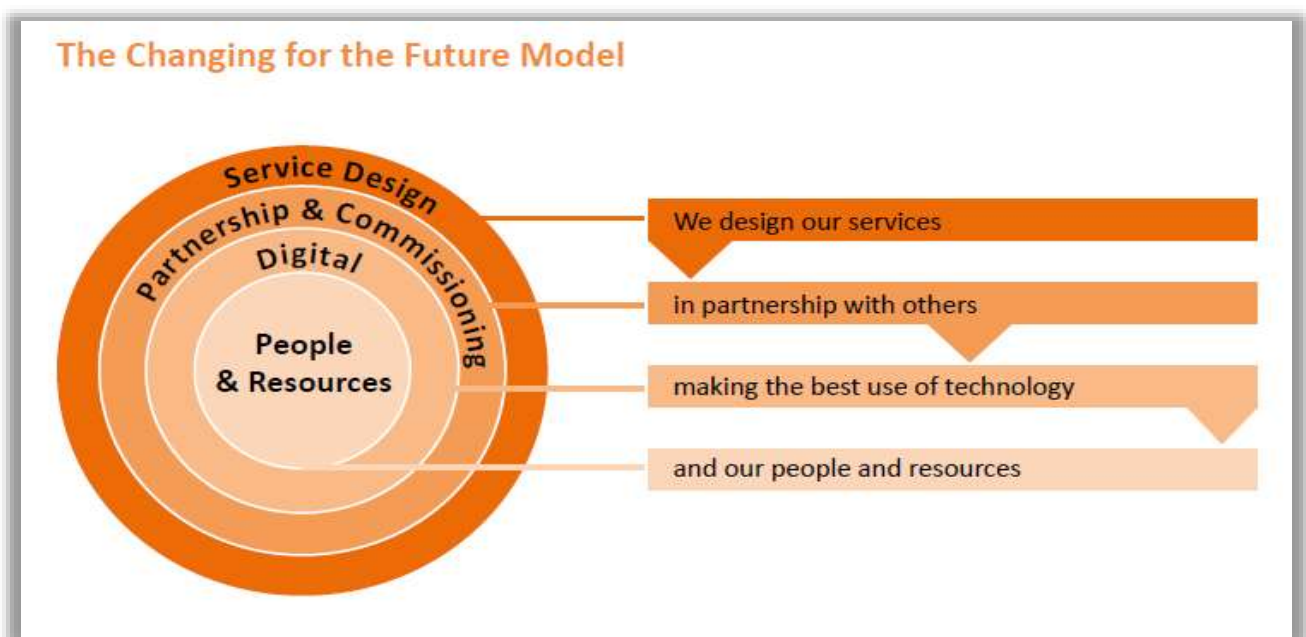
We have a number of arm's length organisations, strategic partnerships, commissioned service arrangements and alternative delivery models which mean the way we deliver services is increasingly complex. This goes hand in hand with other challenges such as increasingly complex finances, demand for alternative access to services and legislative complexity.

3. CHANGING FOR THE FUTURE 2022 (C2022)

This next phase of the programme will continue to be structured around core themes and made up of a number of projects. Each project will be aligned to relevant Council and City Plan strategic service area priorities to ensure a joined-up approach to delivering on the programme, the City Plan for Dundee and the Council Plan.

In building this programme, we have held a number of workshops with a cross section of our employees from across Council services. In the workshops, participants were asked to think of 'Dundee City Council in 2022', specifically tasked to think of big transformational changes they would like to see in the Council and use the above model to develop their ideas.

The response from those involved was very positive, with all participants approaching this way of working with enthusiasm and excitement to be part of building a Council which is 'Changing for the Future'.



We recognise that service areas already have strategic service plans, savings plans and projects started and identified to contribute to the delivery of these plans. What C2022 aims to do is help support existing plans and projects using the Changing for the Future Model, service design methodologies, a formal transformation Programme Management Office (PMO) and the Building Organisational Leadership & Development (BOLD) programme.

Through this programme and the appropriate adherence to governance, reporting to the PMO and use of methodology we will ensure that all our efforts deliver a better Dundee and Council for our citizens, as well as support and complement our strategic priorities, existing plans and the long term financial plans of the Council.

Projects contained within C2022 will be subject to update reports and reviews by the Council's committees to ensure that Councillors and Dundee's citizens have the opportunity to engage with the Council's transformation plans.

4. C2022 THEMES, PROJECTS & STRATEGIC LINKS

The C2022 programme will be made up of some new and existing project reviews, grouped around the City Plan and Council plan Strategic Priorities. The following projects will form the core of the programme over the next 4 years to help deliver the priorities of the City Plan.

As the Council is a key part of the city wide partnership, there will be other transformation programmes running in the city which the C2022 programme will link directly with and be informed other partners' transformation programmes, in particular those of the Integrated Health & Social Care Partnership and Leisure & Culture Dundee.

The pages that follow set out the individual projects and their objectives under each theme. Each of these project reviews will be carried out using the Changing for the Future model with the aim of delivering robust business cases, proposing how the services can be designed or re-designed, using partnerships or commission (where appropriate), best use of technology and our people and resources (in line with our People Strategy).



Service Design is about empowered communities, prevention not reaction and being citizen focussed.

We will designing our services to ensure our citizens remain at the heart of what we do, to deliver the best outcomes for all



Partnership & Commissioning is about commissioning, partnerships and collaborative working and procurement reform.

We will review services to identify where developing a partnership or commissioning approach will deliver new options for a better service



Digital is about digital citizens, workforce and services.

We will implement the digital strategy to deliver new tools to deliver efficiencies and improved outcomes



People & Resources is about making the best use of all our existing resources, be they financial, people, building or other assets.

We will deliver greater flexibility with our people, finances, buildings, information, vehicles and land



SERVICE DESIGN

Key Transformation Projects

365 SCHOOLS – Sponsor: Executive Director of Children & Families

Council / City
Plan Priorities

To make best use of our school estate, exploring how schools can be utilised more as community assets to better meet the needs of their communities. In particular their use out with school hours and the school year

C&F – 3 & 4
NS – 1, 2 & 3



CULTURAL SECTOR – Sponsor: Executive Director of Leisure & Culture Dundee

Review of the cultural sector across Dundee and relevant strategic partnerships to ensure the sector continues to offer robust and sustainable cultural services

L&CD – 1 – 11



WASTE MANAGEMENT – Sponsor: Executive Director of Neighbourhood Services

Review of our waste management service to ensure that we continue to provide the best waste service to citizens and businesses as possible, while helping to deliver a sustainable Dundee

NS – 4 & 6 – 9



CITIZEN CARD FOR DUNDEE – Sponsor: Head of Chief Executive's Services

Integrating all services offered to citizens with MyDundee, NEC & Young Scot to create a citizen card which is designed for the benefit of all our citizens and visitors to Dundee

CS – 3



CITY WIDE MEALS PROVISION – Sponsor: Executive Director of Children & Families

Development of a city wide meals provision which focusses on providing healthy, balanced meals to care homes and schools across the city

C&F – 4



SUPPORTING LEARNING & CARE IN DUNDEE –

Sponsor: Executive Director of Children & Families

Working with existing initiatives to further develop and improve young people's attainment, education and enhanced care provision in Dundee

C&F – 1 – 5
NS – 3





PARTNERSHIP & COMMISSIONING

Key Transformation Projects

PROCUREMENT & COMMISSIONING OPPORTUNITIES REVIEW –

Sponsor: Executive Director of Corporate Services

**Council / City
Plan Priorities**

Reviewing options for procurement and commissioning opportunities which encourage best value, fair work and delivery of shared outcomes. This includes how we work across the Tay Cities region

CD – 1 – 3
NS – 5
CS – 6
CE – 6



TAYSIDE CONTRACTS REVIEW – Sponsor: Executive Director of City Development

Reviewing what Tayside contracts currently offers to the region to see if there are any further opportunities to expand their remit to the benefit of all councils and partners

L&CD – 1 – 11



CITY WIDE ENERGY – Sponsor: Executive Director of City Development

Full review of the cities energy needs, limitations and options to fully understand Dundee's energy needs across the next 10-20 years

NS – 4 & 6 – 9



CITY & REGIONAL SHARED SERVICES – Sponsor: Chief Executive

Working with our neighbouring councils, partners and the 3rd sector on collaborative projects, initiatives and opportunities to deliver efficiencies across the city and region

CS – 3



TRANSFORMING PUBLIC PROTECTION – Sponsor: Chief Executive

A focused programme of improvement and transformation addressing key elements of social work protection practice and decision-making in collaboration with the H&SCP, the Care Inspectorate and the Improvement Service

CS – 3





DIGITAL

Key Transformation Projects

MOBILE DIGITALLY ENABLED WORKFORCE – Sponsor: Executive Director of Corporate Services

Council / City Plan Priorities

Ensuring that people in mobile roles have the technology to carry out their roles in a flexible way, are digitally confident and are working in a culture that supports mobile and flexible working

CD – 3
CS – 2 – 4



DIGITAL 2020 – Sponsor: Executive Director of Corporate Services

Delivering the digital strategy's original aim of becoming a digital council by 2020, continuing to adapt and evolve the strategy to be fit for purpose in a changing digital world

Includes: Channel Shift Programme

CD – 3
NS – 2
CS – 3 & 4



SMART CITIES – Sponsor: Executive Director of City Development

Create a smart city of the future which embraces new technology & innovative ways of delivering services to our citizens

NS – 4
CS – 3 & 4



OPEN DATA COUNCIL – Sponsor: Executive Director of Corporate Services

Developing a 'data by default' policy which ensures that any and all data that we hold, that is not sensitive or personal, is developed in a way that it can be shared through the open data platform that encourages innovation in the City

NS – 10
CS – 3 & 4



DIGITAL INNOVATION – Sponsor: Executive Director of Corporate Services

Developing new & innovative ways of using digital to deliver our existing services in enhanced ways

CS – 3 & 4
CS – 4





PEOPLE & RESOURCES

Key Transformation Projects

FLEXIBLE WORKFORCE – Sponsor: Executive Director of Corporate Services

Council / City Plan Priorities

Ensuring that the council has a flexible and dynamic workforce with the right skills to meet the needs of our citizens and city, now and into the future

Includes: Clerical/Admin Support Project

CD – 1 & 3
CS – 2 & 4



MAXIMISING USE OF OUR ASSETS – Sponsor: Executive Director of City Development

Reviewing council buildings, land and property holdings to ensure that the council makes the best use and value from our assets and that Dundee's communities are empowered to get the most out of assets in the community

CD – 1 – 3
CS – 5 & 6



365 FLEET – Sponsor: Executive Director of City Development

Maximising use of our extensive fleet out with of normal operating hours, supporting other projects, council departments, partners and 3rd sector

Includes: Fleet & Transportation Project

CD – 4 & 5



CHARGING, CONCESSIONS & COMMERCIALISATION – Sponsor: Chief Executive

Reviewing services the council provides and exploring opportunities to change or improve our charging and concession approach as well as looking at how we benefit from a more commercial approach to revenue generation

NS – 5
CS – 5 & 6
CE – 6



OTHER CITY TRANSFORMATION PROGRAMMES

The C2022 programme will be a programme for the city of Dundee. In order to achieve this, the programme will need to link with and be heavily informed and influenced by other key partner transformation programmes in progress in the city to ensure that we are all working towards the same shared vision for the city laid out in the city plan.



Dundee Health & Social Care Partnership

The Dundee Integration Joint Board has required the Dundee Health and Social Care Partnership (DHSCP) to set out a robust governance structure to ensure the delivery of the Integration Joint Board's Transformation Programme and this has led to the development of the Transformation Delivery Group.

The purpose of the Transformation Delivery Group is to oversee, support and ensure the delivery of and the realisation of the transformation programme. The success of the transformation programme is measured against achieving the vision and strategic priorities set out in the DHSCP Strategic and Commissioning Plan 2016 – 2021, within the financial framework and resources delegated to the Health and Social Care Partnership.

There are several areas of synergy between the vision and strategic priorities set out within the DHSCP Strategic and Commissioning Plan 2016 – 2021 and the vision and key priorities set out in City Plan for Dundee 2017-2026, particularly around the strategic themes of tackling poverty, reducing substance misuse and improving health and wellbeing.

The business of the Transformation Delivery Group is therefore to support and report on the progress being made within the following approved strategic themes for change:

- **policy changes**
- **models of support**
- **person centred care**
- **early intervention and prevention and**
- **maximising resources**

These interventions fit clearly with the individual and shared strategic priorities of the DHSCP as noted below:

1. **Health Inequalities**
2. **Early Intervention/Prevention**
3. **Person Centred Care and Support**
4. **Carers**
5. **Localities & Engaging with Communities**
6. **Building Capacity**
7. **Models of Support, Pathways of Care**
8. **Managing Our Resources Effectively**

Fundamental to achieving these strategic priorities will be the continued investment in delivering person centred care, building capacity with individuals, families and communities, as well as tackling health inequalities and supporting carers within the context of a locality or as part of a community of interest.

The Transformation Programme for Leisure and Culture Dundee will continue to be implemented, and contains the following priority areas for strategic review and investment:

- **Full review of assets**
- **Exploring partnership opportunities with Council**
- **Future investment review**
- **Reviewing City Box Office**
- **Citizen Card for Dundee (as detailed on page 10)**
- **Cultural Sector (as detailed on page 10)**

As these programmes are established and grow the C2022 programme will become an essential support and partner to them and all programmes will aim to support each other in their delivery.

5. DELIVERING C2022

Over the course of the past year, we have been learning from previous phases of our transformation journey and will make some changes to the way it is run to ensure that the programme is best placed to support transformation and change across the Council and the city.

To ensure that the C2022 programme can adequately support the city's strategic priorities, the programme will ensure that it has in place robust enough governance, methodologies, performance management tools and resources to deliver consistently on change.

The Council requires a different kind of transformation programme if the city's challenges are to be address and Dundee is to achieve its ambitions over the course of the next 10 years.

5.1. GOVERNANCE

Programme Management Office (PMO)

The Corporate Improvement Team (CIT) sits in the Chief Executive's service and is responsible the Councils transformation programme and continuous improvement initiatives.

To adequately support the C2022 programme, there needs to be robust governance which is available to support and guide the programme and the projects contained within each theme. The Corporate Improvement Team and how it supports C2022 will be re-designed to ensure that this team will be able to operate as a Programme Management Office (PMO).

The primary goals of the PMO for C2022 would be to:



Programme Board

The Council's Management Team are the Programme Board; they support the Chief Executive and the Corporate Improvement team to deliver the C2022 programme.

Committees

All policy reports, reports with staffing and/or financial implications emanating from the programme and the Revenue Budget process require to be taken to the appropriate Committee for their consideration and determination. This process allows all elected members the opportunity to have oversight on any key changes the programme recommends in how services are structured and re-designed as well as understanding the impacts of any changes to our priorities and citizens.

5.2. PERFORMANCE MANAGEMENT & COMMUNICATIONS

The Council's corporate performance management system will continue to be the method used to track and monitor transformation project's KPIs and the progress against the Council plan. All major projects included in the C2022 programme will have dashboards to support the tracking and management of the defined project outcomes. Finance leads, project leads and the C2022 PMO will work closely on reporting progress to committee.

To ensure that what the C2022 programme delivers is well supported by our people and that citizens are clear on what we are trying to achieve, strong communication will be key.

5.3. METHODOLOGY

Each one of the projects contained within the programme will be managed using a mix of traditional project management and service design methods. Service design methods focus on really understanding the problem that the project is trying to solve and what is most important to the service user – the citizen.

Using these methods will allow for a more dynamic approach to project delivery, one which is faster and more flexible than only apply traditional approaches, putting emphasis on early trials, early approvals and regular review periods.

5.4. BOLD PROGRAMME

To ensure that our employees have the necessary knowledge and skills to support change and service improvement, CIT working in partnership with Learning and Organisational Development (L&OD) have developed the BOLD programme to help to further build an ambitious, innovative, flexible and engaged culture for the council.

CIT and L&OD held workshops, focus groups and gained feedback through the employee survey and other sources which showed that our people welcome greater involvement in service improvement.

The BOLD programme focuses on giving our employees, regardless of levels and job roles access to a variety of different courses which aim to give them the tools and methodologies to support change within the Council and their teams.

An important aspect in the delivery of the C2022 transformation programme and for service improvement in general is ensuring that our people are bought into and enthusiastic about change and development.



6. COMMUNICATING C2022

To ensure that what the C2022 programme delivers is well supported by our people and that citizens are clear on what we are trying to achieve, strong communication will be key.

The Council's website will be the heart of this communication, used prominently and regularly to update on each of the C2022 projects, the Council's performance measures and progress on the Council Plan and City plan.

The benefit of clear and transparent communication on our progress means that the public can be clear about what the Council's priorities are and how we are changing as a Council to meet them. All of the work we do in delivering the City Plan, Council plan and C2022 programme will directly affect the public in one way or another and transparency and openness is essential to better engage the public and make them a part of the process.