

**Appendix B to Hastings Borough Council Income Generation Strategy 2017/18 to  
2019/20**

**CHANGE MANAGEMENT  
and COMMUNICATION PLAN**

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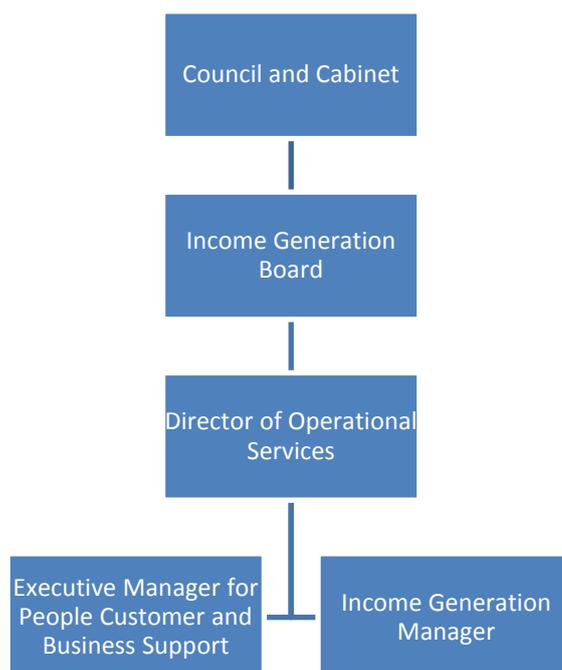
## 1. Introduction

1.1 Hastings Borough Council (HBC) has, in the face of significant reductions in government funding, embarked upon a programme of income generation. It has taken this decision to ensure that it has the resources to deliver the Corporate Plan, and help safeguard the Council from further reductions to funding. Full details of the background and the actions the Council are undertaking can be found in the body of the Income Generation Strategy . The Council's vision for income generation is as follows:

*“In the face of funding pressures Hastings Borough Council will secure the long-term prospects for delivery of the services our residents expect, at the standard they deserve, through a structured and measured programme of income generation. The Council will undertake fair and effective charging; look to conduct trading; generate energy for savings or revenue; and invest in property. It will continue to do this in an ethical manner with robust control measures in place to mitigate as far as possible, risk. The Council will generate a positive annual contribution through these actions and ensure, through the investment of these contributions into frontline services that residents are protected, as far as possible, from future negative changes to the financial climate.”* 1.2 In order to undertake income generation there will need to be appropriate strategies; policies; processes in place and this plan defines actions that need to be completed to ensure these are in place.

1.3 Cultural shift clearly forms a key element of realising this vision. Local Authorities do not primarily exist to generate revenue. They exist to execute statutory functions and serve their communities. In order to maximise chances of success, the key stakeholders in HBC, namely its residents; members and officers need to understand why HBC is undertaking this programme and the part they have to play. A simple and easily understood plan is required to communicate the key messages and encourage participation.

## 2. Income generation's change hierarchy



2.1 Decision making will remain consistent with The Council's constitution. In order to optimise decision making the Council identified the need for a group making clear recommendations on investment in income generation schemes, and so formed the Income Generation Board. The Board represents the corporate interests, in this matter. The lead officer on the Income Generation Board is the Director of Operational Services.

2.2 The officers providing day-to-day management of this Change Plan, and principal advisors to the Director of Operational Services on change matters will be: the Executive Manager for People Customer and Business Support and the Income Generation Manager.

## 3. Programme objectives

HBC is undertaking income generation to reduce the funding shortfall outlined in its Draft Budget Summary 2017/18 in Appendix G, Line 31. It is doing this to ensure that the Council has adequate resources to deliver its Corporate Plan.

## 4. Change objectives and principles

### 4.1 Objectives for change

HBC is undertaking this Change and Communication Plan to:

- Ensure the strategy; policies; procedures; etc. are in place to allow income generation to occur.
- Find political consensus on income generation
- Generate project ideas
- Inform stakeholders and turn them from 'blockers' to 'enablers'

#### 4.2 Principles

| Principle  | Implication   |
|--|---|
| <b>Follow a change methodology (Kotter's)</b>                        | Group tasks appropriately at para. 11   |
| <b>Change is in support of existing policy and Council decisions</b> | All decisions will strategically linked<br><br>Appropriate authority or decisions will always be sought before acting   |
| <b>Inclusive process</b>   | Formal and/or informal consultation will take place at all stages of the change process   |
| <b>Transparency</b>  | Documents and decisions should be disseminated; published; and otherwise distributed, as appropriate and where Freedom of Information/Environmental Information Regulations/Data Protection rules allow.<br><br>Information will not be 'spun'.<br><br>Successes and failures should be reported to stakeholders. |

#### 4.3 Ethical considerations

| Issue  | Measures   |
|--|--|
| The Council will take into account its duties under the Equalities Act when conducting its business under the IGS            | The Income Generation Strategy ensures that the impact to businesses, residents and employees of the Council are considered when deciding to proceed with a project, or not. Equality Impact Assessments will be carried out for each proposed project.  |
| The Council is not to profiteer for profits own sake but to ensure resources are available to deliver core Council services. | Any surplus will be counted as a saving against the Council's budget and be credited to the General Fund. This will help ensure that the Council has adequate resources.   |
| The Council should not be distracted from carrying out its core function   | Income Generation is about supporting core functions by ensuring it is adequately resourced. Where income generation requires extra resources these will be factored in as project, or business costs. Provision for these costs will be made from the revenue available from a specific income generating activity. |

#### 5. Change plan elements

| Element                   | Measure   |
|---------------------------|---|
| <b>People and culture</b> | Raise awareness<br>Explain why<br>Get support<br>SURVEY |
| <b>Documentation</b>      | Income Generation Strategy adopted                      |

|                                |   |
|--------------------------------|---|
| <b>New positions and roles</b> | Income Generation board – in place<br>Income Generation manager – in place  |
| <b>Processes</b>               | Defined process to progress income generation ideas<br>Integrate this process into other corporate processes such as the Project management toolkit |
| <b>Skills</b>                  | Commercial awareness<br>How to use the new process to progress an idea<br>How to use the business planning canvas                                   |

**6. Key Stakeholder Analysis (needs completing as an action)**

| <b>Group</b> | <b>Main concerns</b> | <b>Main communication channels</b> | <b>Level of support 1 - 10</b> |
|--------------|----------------------|------------------------------------|--------------------------------|
| Residents    |                      |                                    |                                |
| Businesses   |                      |                                    |                                |
| Members      |                      |                                    |                                |
| Officers     |                      |                                    |                                |
| Partners     |                      |                                    |                                |

**7. Assessment of Readiness to Change**

There is undoubted political support for change as income generation is referred to in the Corporate Plan. This aspiration is reflected in the senior officer group; with internal groups having been formed to facilitate income generation and an Income Generation Manager appointed to manage progress. An Income Generation Strategy has been developed which defines the process and parameters for investment, and which is targeted for adoption by the Council in Sept 2017. It is not possible to definitively state the level of commitment other stakeholders have in this process as to date attitudes have not been assessed. Surveying stakeholder attitudes therefore forms an action in the change plan. The empirical evidence is that officers, at any rate are supportive of this initiative. What seems to be missing is an understanding of how to progress their ideas.

## 8. Key change messages

The income generation vision at para. 1 is supported by the following six key messages for stakeholders:

| Message  | Loss   | Gain   |
|--|--|--|
| We have lost funding so need to generate alternative revenue   | Delivery of the Corporate Plan is at risk without adequate resources   | We have licence to be imaginative and creative about how we deliver our services   |
| We have the legal means to address the funding gap   | We will have to work hard to become more familiar with the legal powers available to us and not accept the first 'no' answer | We have a supportive and open minded Monitoring Officer and legal team. A robust plan to ensure legal advice is readily available is in place  |
| We have excellent resources in place to support the development of new ideas (Income Generation Board; Income Generation Manager; political will; budget provision to fund suitable schemes; etc.) | Stakeholders will have to adapt to a new culture and learn a new way of working  | The Council has ensured that resources are in place to support the process without significant extra duties falling on anyone's shoulders.   |
| The Council is evolving to meet the realities of the environment in which it operates  | We can no longer rely on what has gone before as acceptable and change is inevitable   | We have an opportunity to shape how we do business in the future.  |
| Income generated will be invested into front line services protecting and improving them   | Without additional income service levels will be at severe risk.   | The opportunity exists to streamline and improve service levels through new ways of working and alternative funding  |
| Safeguarding jobs  | Some traditional roles may be change   | New types of jobs will be created as specific income generation projects are delivered<br><br>There will be reduced pressures to simply cut roles and services if funding is further reduced |

## 9. Change and Communication Plans

### 9.1 Change plan

| <b>Change Theme</b>                        | <b>Action</b>   | <b>Who</b>                                      | <b>When</b> | <b>Performance measure</b>                     |
|--|---|---|-------------|--|
| <b>Establish urgency</b>                   | All officer introduction  | Income Generation Manager (IGM)                 |             | Complete Y/N?                                  |
|  | Member working groups   | Marketing and Major Projects Manager (MMPM)/IGM |             | Complete Y/N?                                  |
|  | Press briefing?   | MMPM  |             | Complete Y/N?                                  |
|  | Find out what stakeholder groups think  | MMPM /IGM                                       |             | Update change plan.                            |
| <b>Create a guiding coalition</b>          | Income Generation Board is already in place – define its role further           | IGM/IGB   |             | Include in approved Income Generation Strategy |
|  | Income Generation Group (Officer) is already in place – define its role further | IGM/IGB   |             | Include in approved Income Generation Strategy |
| <b>Develop a clear shared vision</b>       | Discuss draft vision with political leadership – get approval                   | IGB/IGB   |             | Members approve a vision statement             |
|  | Discuss vision with CMG – get approval  | IGM   |             | Senior officers approve a vision statement     |
| <b>Communicate the vision</b>              | Ensure the vision is included in relevant documents; strategies; and policies.  | IGM   |             | Include in approved Income Generation Strategy |
|  | Ensure the vision appears in communications actions                             | MMPM  |             | Complete Y/N?                                  |
| <b>Empower people to act on the vision</b> | Develop the tools to help people bring forward income generating ideas          | IGM   |             | Include in approved Income Generation Strategy |

|   |   |                       |  |   |
|---|---|-----------------------|--|---|
|   | (Business Planning Canvas)  |                       |  | Integrate income generation processes with existing protocols               |
|   | Define the process to take an idea from inception to delivery   | IGM                   |  | Include in approved Income Generation Strategy                              |
|   | Train people in these tools and processes   | IGM/ MMPM             |  | Complete Y/N?<br><br>Training evaluation shows 90% satisfaction.            |
| <b>Create short term wins</b>             | Identify projects which can be enacted now in the Energy Generation theme (possibly others) of the Income Generation Strategy | IGM                   |  | Hierarchy of available projects is presented to the Income Generation Board |
|   | Develop the business case to execute those proposed projects recommended by the Income Generation Board                       | IGM/IGB/Officer group |  | Detailed business cases are presented to Cabinet for consideration.         |
|   | Execute funded projects   | IGM/Project Managers  |  | BAU phase is reached  |
|   | Communicate results both internally and externally  | MMPM/IGM              |  | Complete Y/N?   |
| <b>Consolidate and build on the gains</b> | Use the processes defined within the Income Generation Strategy to populate a programme of projects                           | MMPM                  |  | Ongoing   |
|   | Quarterly corporate updates   | MMPM                  |  | Complete Y/N?   |
| <b>Institutionalise the change</b>        | Report progress and completed projects both   | MMPM                  |  | Complete Y/N?   |

|  |   |                      |  |  |
|--|---|----------------------|--|--|
|  | internally and externally   |                      |  |  |
|  | Ensure idea generators are included in project communications plans | IGM/Project Managers |  | Complete Y/N?  |
|  | Measure changes in stakeholder views                                | MMPM                 |  | An updated Strategy/Change Plan                              |
|  | Ethical investments policy  | IGM                  |  | Policy adopted   |
|  | Review the Income Generation Strategy                               | IGM                  |  | Members approve changes or re-endorse the existing Strategy. |
|  | Action the revised change plan                                      | IGM                  |  | Complete Y/N?  |

## 9.2 Communications plan

| Action               | Description   | When? | Who?      |
|----------------------|---|-------|-----------|
| 1:1 meetings         | Senior officers and lead members.   |       | IGM       |
| Brief CMG            | Brief CMG on objectives and scope of work.  |       | IGM       |
| Brief CAP            | Brief CAP on objectives and scope of work.  |       | IGM       |
| Members bulletin     | Brief staff and members on objectives and scope of work. Also make brief post on intranet, pointing to more detail in MB. |       | IGM/Comms |
| Chamber of Commerce  | Give presentation at Chamber of Commerce meeting.   |       | IGM/Comms |
| Workshops            | Set up workshops for officers and members, every other month.   |       | IGM       |
| Attend CAP regularly | Attend CAP to give regular updates and generate further initiatives.  |       | IGM       |
| Drop-ins             | Set up drop-in sessions for officers and members, every other month.  |       | IGM       |
| Intranet bulletins   | Short monthly 'blog posts' on intranet to keep staff updated and involved.  |       | IGM/Comms |
| Team meetings        | When appropriate, attend team meetings and briefings.   |       | IGM       |
| News release         | When first initiatives are agreed at Cabinet, issue news release. Also cover Marcus' role and objectives.                 |       | Comms     |

|                  |   |  |           |
|------------------|---|--|-----------|
| Social media     | To support news release if appropriate.   |  | Comms     |
| Media interviews | Consider arranging media interviews to talk to the press about income generation. |  | IGM/Comms |

## 10. Consolidation

As the Change and Communication Plans are delivered any organisational or cultural barriers which arise will be entered into the risk register described in the main body of the Income Generation Strategy. Risks will then be managed in the designated way. This may involve amendments to the Strategy or the Change Plan at the appropriate review points.

## 11. Evaluation

| <b>Evaluation factor</b> | <b>Evaluation method</b>  | <b>Success</b>                             |
|--------------------------|---|--|
| Programme objectives     | Percentage of the outcomes specified in para.16 the main Strategy | Targets achieved                           |
| Change process           | Tasks in para. 9 completed  | Tasks in para. 9 completed in time         |
| Stakeholder attitudes    | Survey Monkey   | Increase in approval rating from benchmark |