



LEEDS ADULT SOCIAL CARE BME DAY SERVICES

COMMUNICATION AND ENGAGEMENT PLAN – V1

December 2015

1 Overview and Document Control

1.1 Engagement, Consultation and Communication Strategy Revision History and Approval:

| Version | Status | Date | Authors | Description of Changes |
|---------|--------|----------|-------------|------------------------|
| 1 | DRAFT | 25/11/15 | David Miles | Revision to timescales |
| | | | | |

1.2 Distribution:

This document has been distributed to:

| Name | Title | Date of Issue | Version |
|--------------------|-----------------------------------|---------------|---------|
| Mick Ward | Head of Commissioning, ASC | 25-11-15 | V1 |
| Sinead Cregan | Adult Commissioning Manager, ASC | 25-11-15 | V1 |
| Cath Roff | Director, ASC | 25-11-15 | V1 |
| Lindsay Richardson | ASC Business & Governance Support | 25-11-15 | V1 |
| Anna Clifford | Programme Manager | 25-11-15 | V1 |

Introduction

Leeds Adult Social Care (ASC) is proposing to develop a new service model for its BME day services provided at Apna and Frederick Hurdle day centres.

As part of the ASC Better Lives Programme, Black and Minority Ethnic day support services directly provided by LCC are being reviewed to ensure they continue to meet the needs of BME groups in Leeds.

A steering group will manage the transition to the new service model. Membership of the group will include staff, trade unions, ASC commissioning, partner organisations, service users and carers, community groups and elected members.

Communication Principles

We will embed the following principles in all our communications, engagement and involvement work:

Accessible and Inclusive: for all sections of the community;

Clear and Professional: to demonstrate pride and authority in what we do;

Consistent: with our strategic vision and local priorities;

Flexible: ensuring communications are undertaken in a variety of different formats to reflect diverse local needs;

Focussed on Improvement: we want to work with communities to continuously improve our local services;

Honest and Transparent: we are committed to being clear about why we are engaging, what we will do with your views, and to feeding back the impact consultation has had on decisions;

Inform: people taking part in consultations will be supported by relevant information to help them give informed views and perspectives;

Timely: We will involve people as early as possible in the appropriate phases and process of communication or engagement; Staff will be involved at the earliest opportunity and prior to service users.

Two way communication: We won't just talk - we will also listen;

Targeted: to ensure we get messages across to the right people in the right way;

Proportional: to the scale of the decision being made;

Respectful: of perspectives and viewpoints of relevant stakeholders;

Responsive: We will respond to local needs and concerns, and ensure our services remain relevant;

Sustainable: We will develop relationships with a wide range of individuals and groups across local communities and enable people to feed in their views at the relevant times, without overloading people with information.

Methods of communication and engagement

A wide variety of methods will be used to ensure that we communicate and engage effectively with all stakeholders.

- Briefings (written and face to face)
- Letters
- Newsletters
- Organisations web sites and social media
- Talking Point consultation calendar and portal
- Consultation forums
- Staff Meetings
- Stakeholder steering group made up of a broad range of stakeholders
- Questionnaires

Our key audiences

We have identified a number of groups and individuals with whom we communicate and engage through a variety of methods. We will build on this as the project develops to ensure we are being inclusive of all interested people, groups and organisations.

Key audience groups:

1. **Existing and potential service users, families/next of kin and carers**
2. **Staff affected** –unions / wider linked staff with an interest
3. **Community** – Community based groups /Community representatives /Voluntary, Community and faith groups
4. **Partners** –NHS/organisations, Clinical Commissioning Groups, other Leeds City Council directorates, third sector partners, Health Watch
5. **Political** –Elected members / Over view and scrutiny committee /MPs
6. **Delivery** – ASC Leadership and management teams / Service Managers / Social workers

Key project Messages

- This is not a reduction in service. Existing services are being redesigned to better meet changing needs
- The proposal is to improve the scope and quality of services provided to BME communities in Leeds
- The project will be delivered in two phases:
 - ❖ In phase one the new service model will be developed with service users, carers, staff, partner organisations and elected members and the wider community (nothing for me, without me). Work on the new service model would include consideration of whether the service can continue to be provided directly by the Local Authority in a different way, or if not the case, if commissioning externally provides the best option. The proposals arising from the development of the service model would then be subject to a formal consultation process.
 - ❖ The outcome of the consultation and recommendations would be reported back to Executive Board for a decision. Contingent on the approval of the recommendation, Phase Two would involve the implementation of the Executive Board decision and a move to a new model of delivery.

Key project milestones

1. Dec 2015 LCC Executive Board confirms proposal to develop a new service model for ASC BME day services
2. January- December 2016 New service model developed & consultation on proposals
3. Feb 2017 (or earlier) Outcome of the consultation and recommendations reported back to Executive Board, implementation of the Executive Board decision and a move to a new model of delivery.

Risks and Issues

A risk and Issues log will be maintained and regularly updated during the service design and consultation process. Risks and issues will be reported to and managed via regular project group meetings. Thought should be given to ensure that this project is seen as part of a wider programme of ASC changes.

Monitoring and Evaluation

This Communications and Engagement Strategy will be reviewed regularly and refreshed as required in line with the issues and risks log.

Adult Social Care BME Day Services commissioning Project: DRAFT Communication and Consultation Plan – Dec 2015 onwards

| (A) Internal Governance and Approval Checkpoints | | | | | | |
|---|---------------------------|------------------------|---------------|--|-----------------------|---------------|
| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead/Attending</i> | <i>Status</i> |
| 1 | 16 th Dec 2015 | Executive Board Report | Report | Seeking approval to proceed with proposal. | Cath Roff | Amber |
| 2 | Dec 2016 | DLT Update | Report | Outcome of review of delivery options and further recommendations. | Sinead Cregan | Amber |

| (B) Stakeholder Group – Elected Members | | | | | | |
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| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead</i> | <i>Status</i> |
| 1 | Dec 2015 | Briefings for Executive Board Member for ASC, Health and Well-Being and Adults. | Briefing Note | This plan assumes regular briefings as required throughout the commissioning process for the Executive Board Member | Mick Ward | Amber |
| 2 | Dec 2015 | All 99 ward members to advise of intentions to seek EB approval and to consult on proposals | Briefing note via email. Offer meetings if required | To coincide with EB report going live. To provide briefings throughout the commissioning process. | Mick Ward | Amber |
| | Dec 2015 onwards | Briefings for the Ward members in which the 2 services are based | Briefing note via email. | As above, but with a stronger focus on local impact/opportunities. | Mick Ward/ David Miles | |

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| | | | Offer meetings if required | | | Amber |
| 3 | Dec 2015 | To advise on EB decision and outline next steps in commissioning project | Briefing | To coincide with Executive Board decision | Sinead Cregan/David Miles | Amber |
| 4 | Jan 2016 onwards | Local ward members involvement in engagement /consultation process | Consultation Forums Meetings | Involvement at key stages of engagement / consultation process | Mick Ward / David Miles | Amber |
| 5 | Dec 2016 | Local Ward members to advise on proposed service model and service delivery proposal. | Briefing | To coincide with end of consultation / development of new service model sessions | Mick Ward / David Miles | Amber |

| (C) Stakeholder Group – Members of Parliament | | | | | | |
|---|---------------------------|--|-------------------------------|--|----------------------------|---------------|
| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead</i> | <i>Status</i> |
| 1 | Dec 2015 | Local MPs to advise of intentions to seek EB approval and to consult on proposed integration project. Advise as letters circulated to service users, carers and staff. | Letter | To coincide with EB report going live. | Sinead Cregan /David Miles | Amber |
| 2 | 17 th Dec 2015 | MPs - to advise on EB decision and next steps in terms of commissioning project | Letter, face to face briefing | | Sinead Cregan/David Miles | Amber |
| 3 | As and when | Respond to enquiries as requested. | Letter /briefing | | Sinead Cregan/David | Amber |

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| | required | | | | Miles | |
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| (D) Stakeholder Group – ASC Staff Working at Apna and Frederick Hurdle Day Centres | | | | | | |
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| | Timescales | Who and Why | Method | Issues/Comments | Lead | Status |
| 1 | Nov 2015 | ASC Staff working at Apna and Frederick Hurdle day centres. To update them on the consultation process, timescales, their involvement in service model development and consultation. Meeting prior to Executive Board meeting. | Staff meetings | Ensure regular feedback to ASC staff. Involve ASC HR. Ensure inclusion of CEL staff and managers in all consultations. ASC staff will be first point of contact for service users/carers who have concerns regarding new service proposals. | ASC HR Bridget Glynn Sinead Cregan David Miles Kuldeep Bajwa | Amber |
| 2 | Dec 2015 | All staff, to advise on EB decision | Letter | Inform staff of outcome of Executive Board meeting and how they will be kept informed and involved in service model development and consultation. | Mark Grimes David Miles | Amber |
| 3 | Ongoing following Executive Board decision | Communicate, consult and support staff on employee specific issues gather views and concerns. Service Manager, to advise on EB decision and next steps Provide support for staff affected | Staff Meetings and staff individual sessions Staff Questionnaire | Develop service specific questionnaire | HR Bridget Glynn | Amber |
| 4 | Ongoing | All staff to ensure they are kept updated on progress | Staff meetings / FAQ's | To ensure staff are kept updated and involved throughout the service model | HR | Amber |

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| | | | Staff one to one sessions | development and consultation. | Bridget Glynn David Miles | |
| 5 | Jan 2016 | Staff representatives | Stakeholder steering group | To ensure staff are involved in co-production of the new service model | Sinead Cregan Bridget Glynn David Miles | Amber |
| 6 | Jan 2016 Ongoing | Staff to inform development of new service model | Visits | Arranged as required to better understand alternative service models as part of stakeholder steering groups work & co production approach. | Sinead Cregan Kuldeep Bajwa David Miles LIP | Amber |

(E) Stakeholder Group – Trade Unions

| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead</i> | <i>Status</i> |
|---|-----------------------------|--|---------------|---|-------------|---------------|
| 1 | Ongoing Nov 2015 onwards | Trade Unions representatives Briefing on development of service model, consultation process and discuss employee matters/staffing issues. Determine on going involvement in process. | Meetings | Ongoing monthly sessions with Head of service throughout the commissioning process. Ensure union representatives invited to consultation forums, staff meetings stakeholder steering group, visits and any one off events. | HR HOS | Amber |

| (F) Stakeholder Group – Apna and Frederick Hurdle Day Centre Service Users, their relatives/NOK/carers | | | | | | |
|---|---------------------------|--|--|--|---|---------------|
| | Timescales | Who and Why | Method | Issues/Comments | Lead | Status |
| 1 | Nov 2015 | Apna and Frederick Hurdle day service users, their relatives and carers. | Letters | To inform them of Executive Board Meeting on 16 th December. | Sinead Cregan/David Miles/Kuldeep Bajwa | Amber |
| 2 | 17 th Dec 2015 | Advise EB decision and next steps in terms of commissioning process | Letter to service users, relatives, carers. | To inform them of the outcome of Executive Board Meeting on 16 th December. | Kuldeep Bajwa David Miles | Amber |
| 3 | Jan 2016 | Service Users & Carers | One to One sessions | Ensure advocacy input where required. Use questionnaire to ensure responses recorded | Bridget Glynn Kuldeep Bajwa LIP | Amber |
| 4 | Jan 2016 - Ongoing | Co - produce new service model with service users and carers. Respond to queries and requests for meetings. Ensure proposals highlight benefits and rationale for changes and, timescales. Invite regular feedback as proposals are developed. | Meetings Newsletter FAQs Fact sheet Consultation Forums Stakeholder steering group Questionnaire | Arranged as required to coincide with key project milestones or at the request of service users and carers | Sinead Cregan Kuldeep Bajwa David Miles LCC Comms LIP | Amber |

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| 5 | Jan 2016 - Ongoing | Service users & carers to inform development of new service model | Stakeholder Visits | Arranged as required to better understand alternative service models as part of reference groups work and co- production | Sinead Cregan Kuldeep Bajwa David Miles LIP | Amber |
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| (G) Stakeholder Group – Wider ASC Directorate Staff / Other LCC Directorates | | | | | | |
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| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead</i> | <i>Status</i> |
| 1 | Jan 2016 | Wider ASC Staff – update on project | ASC Newsletter | Coordinate consistent messages with wider transformation programme. | David Miles LCC Comms | Amber |
| 2 | | Access and Care Teams, Contact Centre, | Briefing note, fact sheet and Key contacts | Need to actively engage Access and Care staff in design of the new service model. Call centre briefing circulated Jan 2016 | LCC Comms | Amber |
| 3 | Dec 2015 | Access and Care staff to be cascaded information/briefed on EB decision | Email - Briefing note | To coincide with EB approval | Julie Bootle | Amber |
| 4 | Ongoing from Jan 2016 | Other LCC Directorates | Existing Structures | Ensure other LCC Directorates are aware of the proposals | Mick Ward | Amber |

| (H) Stakeholder Group – VCF Groups, Community Interest Groups, General Public | | | | | | |
|---|---------------------------|--|---|--|--|---------------|
| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead</i> | <i>Status</i> |
| 1 | Jan 2016 | Establish stakeholder steering group. | Letter | Inform of Executive Board proposals and proposed meeting date. Ensure all stakeholders represented. Agree terms of reference for the group | Sinead Cregan Kuldeep Bajwa David Miles | <i>Amber</i> |
| 2 | Jan 2016 and then ongoing | VCFS and interest groups – update on project and recommendations following outcome of consultation and Executive Board decision | Letter /attendance at meetings. Briefings Respond to queries raised | To coincide with EB decision Use Third Sector Partnership and Older People's Third Sector Group | Mick Ward Sinead Cregan Kuldeep Bajwa David Miles | <i>Amber</i> |
| 3 | Ongoing from Jan 2016 | Involved in service model development. Seek comments on the proposals and sector engagement to ensure that VCFS and wider publics views and concerns are addressed. Engagement in co –production of new service model | Steering group Meetings Questionnaire Talking Point Leeds | Establish the stakeholder steering group. Ensure link to existing community groups. Hold Bi Monthly meetings and ensure participants include elected members and wider community. Involve LIP in the engagement/ communication process. | Sinead Cregan Kuldeep Bajwa David Miles LIP | <i>Amber</i> |
| 4 | Jan 2016 & ongoing | Seek comments on the proposals and sector engagement to ensure that VCFS and wider public's views and concerns are addressed. | Consultation Forums Meetings | Ensure involvement in service model development/consultation process | Sinead Cregan Kuldeep Bajwa David Miles LIP | <i>Amber</i> |

| (I) Stakeholder Group – NHS Partners (Commissioning and Care) | | | | | | |
|--|-----------------------|----------------------------------|-------------------------------------|---|---|---------------|
| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Issues/Comments</i> | <i>Lead</i> | <i>Status</i> |
| 1 | Ongoing from Jan 2016 | Clinical Commissioning Groups | Report and use existing meetings | Use Joint Adults Community Commissioning Group .James Woodhead to join Project Group and act as link to NHS teams & initiatives | Mick Ward/James Woodhead | Amber |
| 2 | Ongoing | NHS partners – awareness raising | Letters / Email | | LCH / LCC Comms | Amber |
| 3 | Jan 2016 and ongoing | NHS Partners | Consultation Forums Meetings | Ensure health partners engaged in engagement and consultation process | Mick Ward/James Woodhead Sinead Cregan | Amber |

| (J) Stakeholder Group – Media/Press | | | | | | |
|--|-------------------|--|---------------|---|-------------|---------------|
| | <i>Timescales</i> | <i>Who and Why</i> | <i>Method</i> | <i>Actions required</i> | <i>Lead</i> | <i>Status</i> |
| 1 | Jan 2016 onwards | General public to outline proposal and advise on progress at key stages in development eg EB meeting and decisions, engage in developing new service model. Respond to media queries | Press release | Press release produced and sent to Stu Robinson for circulation to coincide with report going live. Ensure included as part of wider Health & Social care change narrative | LCC Comms | Amber |
| 2 | Ongoing | On-going proactive publicity and good news stories | Press release | | LCC Comms | Amber |