

# Putting People First in Plymouth

## Communications Plan

Version 5 / SS / Updated: June 09



Putting People First is the Government's vision for social care in the future. The main aim is to give people more choice and control over how they get support.

Putting People First in Plymouth is a major change programme aimed at transforming adult social care in the city by 2012. It has implications for all those who commission, provide or receive care services in Plymouth. Letting people know what is changing, why things are changing, and how it will affect services, care options and jobs will be vital to the success of the programme.

### **Our vision**

We will place citizens of Plymouth at the heart of a reformed social care system which will enable them to have greater choice and control over their lives.

We believe that every individual should be able to:

- Live as independently as possible
- Make their own choices to achieve their personal goals and aspirations
- Take risks if they want to
- Live their lives free from abuse and neglect

We will work in partnership with service users, carers and other involved agencies to ensure that high quality and personally tailored services are delivered by putting the individual at the heart of their assessment experience and the introduction of Personal Budgets.

We believe that this will offer people more choice, flexibility and control in achieving their desired outcomes.

## **How will we achieve our vision?**

Each council has been allocated a Specific Support Grant to help with transformation. In Plymouth we are using the grant in five main ways:

1. Establishing a dedicated Transformation Team to lead us through the process of change
2. Creating time for care managers to try out new ways of working with clients and help us to identify and implement a new system for Self-directed support
3. Running workshops and focus groups so we can work with all our stakeholders about the vision for transformation and how we get there
4. Commissioning some new services for people with low to moderate needs to help them to stay at home and prevent things getting worse
5. Investing in new ways of providing people with information services so they can help themselves to stay independent

## **Purpose of the communications plan**

This document sets out how information will be distributed and received from all stakeholders during the life cycle of the programme. The plan will be used to establish and manage on-ongoing communications and will be regularly reviewed and updated by The Programme Board and relevant project leads.

Along side the plan we have developed some communication tools to assist The Programme Board which consists of the Adult Social Care Directorate Management Team and our task groups that have been set up for each individual work stream in line with our key principles:

- Universal Services: everyone should receive the high quality care and support they need
- Choice and Control: People to have maximum choice, control and power over the support services they receive

- Prevention and Early Intervention: High quality personally tailored services designed to help people to stay independent and healthy at home
- Social Capital: investing in communities so people can live as citizens contributing as equal citizens
- Affordability: the service must be affordable for government, individuals and families

### **Appendix A - Communication channels**

Shows the forms of communication that we will use, what types of communication we will apply will depend on each project, the stakeholders and relevance.

### **Appendix B – Communication Plan - Checklist**

This is a tool to help Project Managers to ensure effective communication. Individual project groups might only use the columns relevant to them; however consideration must be given to communicating information to other relevant project leads.

### **Appendix C - Record of communication**

Project groups will use this to record when they undertook communication, to whom and when.

## Stakeholder 1. Disabled and older people and their families who use services now

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
<p>Little awareness of self-directed support and principles.</p> <p>Some very well informed.</p>	System being difficult to manage.	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice and control</li> <li>• Everyone will have a personal budget but may take time</li> <li>• Don't have to change care completely</li> <li>• Don't have to have a Direct Payment</li> </ul>	<p>Service user workshops to actively engage them in shaping the Blueprint</p> <p>Information on the Council website</p> <p>Articles in local news media</p> <p>Self-directed support leaflet in libraries and public places</p>	<p>Sept</p> <p>April onwards</p> <p>June</p> <p>June</p>	<p>Service users feel that Blueprint has been shaped by them.</p>	<p>Disability rights campaigners / keen service users.</p> <p>People keen to have personal budgets</p>
<p><b>PROGRESS:</b></p> <p><b><i>Mystery shopping, public information audit</i></b></p> <p><b><i>March</i></b></p> <ul style="list-style-type: none"> <li>• Addressed inconsistencies with front cover designs on our information leaflets by standardise them so that they are easily recognisable.</li> </ul>						

- Stands delivered and placed in seven libraries, Windsor House and the Civic Centre.
- Leaflets worked on:
  - Direct Payments
  - Equipment and Adaptations
  - Services for people with physical disabilities or sensory impairments and their carers

#### **April**

- Assisted in the design of a new safeguarding advertising campaign in partnership with Devon and Cornwall police and Highbury Trust.
- The fairer charging policy was reviewed and work completed to create an easier to read policy.
- Formatted the draft Carers Strategy 2009 -2012

#### ***Direct payments***

##### **Dec**

- A service user in receipt of Direct Payments agreed to front an advertising campaign for Plymouth City Council to promote the service.
- A photographer was sourced and commissioned to take photos. The design was pulled together and submitted to our graphics studio.

##### **Feb**

- The Direct Payment posters were completed.
- Links with organisations throughout the city are being explored to enable use to advertise to a wider audience using the posters

#### ***Service user workshops to actively engage them in shaping the Blueprint***

##### **June**

- Outline of programme for September agreed by programme board
- External facilitators identified
- Planning sub group identified

## Stakeholder 2. Citizens - general public

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
Little understanding.	<p>People being cared for properly.</p> <p>Value for money - impact on council tax.</p>	<ul style="list-style-type: none"> <li>Self-directed support offers greater choice &amp; control. Self-directed support allocates resources more fairly.</li> <li>Self-directed support gives council greater control over the budget.</li> </ul>	<p>Articles in council magazine and local media</p> <p>Information on council website.</p> <p>Press releases - good news from demonstration sites: First person in Plymouth to have a PB</p>	<p>June</p> <p>April onwards</p> <p>June</p>	General awareness of Self-directed support and principles.	People keen to have personal budgets
<p><b>PROGRESS:</b></p> <p><b>Website</b>  <b>Jan</b></p> <ul style="list-style-type: none"> <li>Research of Council websites was carried out to see comparisons and understand best practice.</li> <li>Initial conversations with the Corporate Web Team were started to discuss what improvements to the adult social care pages on the Plymouth City Council website could be made.</li> <li>Additional external links were added to the adult social care pages for example First Stop.</li> </ul> <p><b><i>Mystery shopping, public information audit</i></b></p>						

**Jan**

- An audit of public information was undertaken and spreadsheet created designed to capture content ownership and review dates.
- An investigation into the availability and accessibility of adult social care information throughout the city was undertaken. It was identified that there was a lack of information available and in some libraries information was completely inaccessible.
- As a result it was decided to place branded leaflet stands or reference folders in our libraries to increase availability and accessibility of public information across the city. Research was carried out to understand capacity in the libraries and to source appropriate stands.

**Feb**

- Across Plymouth we have 17 libraries; links were made with each library to understand capacity. Seven libraries could accommodate information stands and the others reference folders.
- A supplier for the information stands was sourced and design work for branding submitted to the company.
- A webpage containing all adult social care publications / leaflets was created and a link added to the adult social care main page.
- Work began on modernising and updating the adult social care pages on the Plymouth City Council website to make the pages more user-friendly and easier to navigate through. Improvements to the adult social care pages were implemented to make the pages more accessible and easier to navigate. New links were added to the site offering information around Putting People First and Commissioning.

**March**

- The number of pages viewed per month has increased from 3530 in November 2008 to 5844 (40%) in March 2009. New users of the site have increased from 158 to 985 (84%) in the same period.

## Stakeholder 3. Members

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
<p>Cabinet &amp; O&amp;S - general understanding.</p> <p>Most - little understanding.</p>	<p>Meeting duty of care.</p> <p>Impact on budget.</p> <p>Potential for bad news stories.</p>	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice and control. Self-directed support allocates resources more fairly.</li> <li>• Self-directed support gives council greater control over the budget.</li> </ul>	<p>Personal briefings with portfolio holder.</p> <p>Presentation &amp; report to cabinet.</p> <p>Article in members' newsletter.</p>	<p>May</p> <p>June</p> <p>May</p>	<p>Cabinet have signed-off Blueprint.</p> <p>All members have awareness of Self-directed support principles.</p>	<p>Portfolio holder</p>

**PROGRESS:**

**Personal briefings with portfolio holder.**

- Meeting with Portfolio holder taken place June

**Presentation & report to cabinet.**

- Presentation to Executive Directors taken place in June
- Presentation to Corporate Strategy Forum taken place in June
- Cabinet Planning presentation and presentation to Overview and Scrutiny took place in June

**Article in members' newsletter.**

- Developing members page on Intranet
- Briefing note for members in first draft for circulation in July

## Stakeholder 4. Workforce - social workers & support staff

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
Broad awareness of Self-directed support principles among adult social care staff.	Meeting duty of care. Changes to jobs - losing control. Loss of jobs.	<ul style="list-style-type: none"> <li>Self-directed support offers greater choice &amp; control.</li> <li>You will be involved in developing the new system of social care.</li> <li>We will ensure we continue to meet our duty of care.</li> </ul>	<p>All staff Event</p> <p>Staff Road shows</p> <p>Information on intranet.</p> <p>Workshops on elements of Blueprint.</p> <p>Use team meetings to share key messages.</p> <p>Formal briefing to take place after each monthly programme Board</p>	<p>Oct 08</p> <p>March</p> <p>April</p> <p>June/ July</p> <p>March onwards</p> <p>April onwards</p>	<p>Adult social care staff own Blueprint.</p> <p>Excitement about potential benefits of change.</p> <p>Knowledgeable about the changes</p>	<p>Director , Head of Modernisation</p> <p>Practitioner champions being recruited during May</p>
<p><b>PROGRESS:</b></p> <p><b>January</b></p> <ul style="list-style-type: none"> <li>Discussions and initial draft completed for a cascade briefing for adult social care staff.</li> </ul>						

- Request submitted for an adult social care link on the intranet staff room page.

### **March**

- An adult social care link was created on the Staff room intranet to assist in building stronger working internal relationships and act as a portal for keeping staff up to date with what is happening throughout adult social care departments and services, supplying information to assist staff in their daily roles.
- All staff day held in October focus on Putting People First
- Adult social care management team Session on Putting People First
- Staff road shows on Putting People First completed in March
- Rolling programme of facilitated session at all Team Away-days 4 completed (Waterfront Team Day, Moles and Coles Team Leaders, Direct Payments Team, Learning Disability Team) workshops completed on New System Design
- 2 workshops on RAS completed
- Workshop on Medium Term Financial Strategy completed
- Briefing note on Champions circulated to all Team Leaders

### **May**

- Second round of workshops with team Leaders and Teams took place in May
- Intranet developed

### **June**

- Cascade briefing launched
- Champions advertised and promoted at staff meetings
- Week of champions training extended to Team Leaders
- 1:1 meetings with PPF Project Manager and each Team leader

## Stakeholder 5. Workforce - managers

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
<p>Adult social care management team signed-up to Self-directed support principles.</p> <p>Broad awareness of Self-directed support principles among other adult social care managers.</p>	<p>Meeting duty of care.</p> <p>Changes to jobs - losing control.</p> <p>Loss of jobs.</p>	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice &amp; control.</li> <li>• Self-directed support gives council greater control over the budget.</li> <li>• You will be involved in developing the new system of social care.</li> <li>• We will ensure we continue to meet our duty of care.</li> </ul>	<p>Workshops with adult social care management team.</p> <p>Use team meetings to share key messages.</p> <p>Service managers on Programme Board and leading key work streams</p>	<p>Feb and March</p> <p>April</p>	<p>Adult social care management team sign off blueprint.</p> <p>Broad awareness of self-directed support principles among other Adult social care managers.</p>	<p>Director, Head of Modernisation</p>
<p><b>PROGRESS:</b></p> <ul style="list-style-type: none"> <li>• All staff day held in October focus on Putting People First</li> <li>• Adult social care management team Session on Putting People First March</li> <li>• Service Managers all on Putting People First Programme Board and all have leadership for specific work streams</li> </ul>						

- Specific targets being allocated to each manager
- Objectives for PPF outcomes linked into appraisal

## Stakeholder 6. Workforce - outside Plymouth City Council

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
General awareness of self-directed support and principles.	Impact for the rest of the council.	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice &amp; control.</li> <li>• Self-directed support allocates resources more fairly.</li> <li>• Self-directed support gives council greater control over the budget.</li> </ul>	Briefing / presentation for corporate management team.  Article in staff newsletter Information on intranet.	May  May April	Corporate management team sign-up to blueprint.  Broad awareness of self-directed support among all staff.	Director of Community Services
<b>PROGRESS:</b> <ul style="list-style-type: none"> <li>• Departmental Management Team presentation on 1<sup>st</sup> May</li> <li>• Presentation to Corporate Strategy Forum in June</li> </ul>						

## Stakeholder 7. External providers - current

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
General awareness of Self-directed support and principles.	<p>Uncertainty. Loss of business.</p> <p>Having to deal with many customers instead of local authority block contract.</p>	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice &amp; control.</li> <li>• Will need to ensure services you provide are desirable / offer value for money.</li> </ul>	<p>Provider briefing / consultation meeting</p> <p>Provider development Programme agreed</p> <p>Letter to providers updating on progress</p> <p>Information on council website.</p>	<p>March</p> <p>March to Sept</p> <p>June onwards</p> <p>May onwards</p>	Providers actively provide advice and generate buy-in for self-directed support.	Local provider that has identified benefits of self-directed support
<p><b>PROGRESS:</b></p> <p><b>Provider briefing / consultation meeting</b></p> <ul style="list-style-type: none"> <li>• Workshop for Providers completed in March : on-going programme of development workshops agreed and taking place over next four months</li> <li>• Letter sent out to all third sector organisations to identify which may become User led organisations as plan to put in a support programme</li> <li>• Provider development programme in place May/June/july</li> <li>• Naaps workshop to be held in July</li> <li>• Champion Provider programme being developed</li> </ul>						

### ***Advocacy poster and A-Z service directory***

- **Jan:** The content was requested and information gathered for the A-Z directory and then formatted into a booklet. A draft document and image / branding suggestions were submitted to the Plymouth Advocacy Network group for discussion and agreement.
- **Mar:** Work on the Advocacy Poster and an A-Z service directory was completed. Copies were given to the Eddystone Trust to include in their Advocacy training packs, as well as all other partners involved in the Plymouth Advocacy Network.

### ***Starting Point***

- **Jan:** Discussions on the format and design of Plymouth Age Concern's Starting Point (Brokerage and Support planning Service) publications were undertaken and the initial draft submitted to them for approval.
- **Feb:** Starting Point publications were completed and printed. Copies were circulated throughout our contact centre to support Plymouth Age Concern in promoting the service.

### ***April***

- ***Plymouth Age Concern*** Produced content for a two year Plymouth Age Concern publication which will promote adult social care services in Plymouth.
- ***Carers Champions:*** Gave input and assisted Carers Champions to improve their newsletter, publications and logo.
- ***One stop shop:*** Input and assisting in the publication and promotion of the new one stop shop.

## Stakeholder 8. External Providers - potential

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
General awareness of Self-directed support and principles	Whether there will be a new market to enter	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice &amp; control.</li> <li>• With greater choice there is potential for new suppliers to enter market.</li> </ul>	Letter to providers Provider briefing / consultation meeting Information on council website	June onwards	General awareness of self-directed support and principles	Commissioning manager
<b>PROGRESS:</b>						

## Stakeholder 9. Partners PCT

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
Partners signed-up to vision for self-directed support.	Impact on joint working / teams / governance / budgets.	<ul style="list-style-type: none"> <li>Self-directed support offers greater choice &amp; control.</li> <li>We will be working with partners to ensure that the new system is as joined up as possible.</li> </ul>	<p>Briefings at ICC and ISG partnership meetings.</p> <p>Invites to Blueprint workshops.</p> <p>Written briefing consultation.</p>	<p>March May</p> <p>July</p> <p>As plans develop</p>	All key partners involved in developing Blueprint and signed up to self-directed support.	Director of public health PCT CEO.

### PROGRESS:

- Presentation on Putting People First in February to Integration Steering Group
- Workshop for Integration Steering Group in April and June
- Agenda item at Integrated Care Commission June
- Meeting with Sentinel and PCT providers in June
- Presentation to Integration Partnership Board 3<sup>rd</sup> July
- Presentations planned for all Partnership Boards July/August

## Stakeholder 10. E Partners - others

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
General awareness of self-directed support and principles.	Impact on partnership working.	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice &amp; control.</li> <li>• We will be working with partners to ensure that the new system is as joined up as possible.</li> </ul>	<p>Consultation workshop.</p> <p>Briefings at partnership meetings.</p> <p>Written briefing / consultation.</p>	As plans develop	Buy-in to self-directed support and principles.	-
<b>PROGRESS:</b>						

## Stakeholder 11. Unions

Current understanding	Main concerns	Key messages	Action / Communication channel	When	Desired outcomes	Likely champions
General awareness of self-directed support and principles.	Changes to job roles.  Potential redundancies.	<ul style="list-style-type: none"> <li>• Self-directed support offers greater choice &amp; control.</li> <li>• Staff will be involved in developing the new system of social care. We will extensively consult with staff around any HR changes.</li> </ul>	Update meetings with Union.	June onwards	Buy-in to self-directed support and principles.  Involved in HR aspects of Blueprint.	-
<b>PROGRESS:</b>						

**Putting People First in Plymouth  
Communication Channels**

<b>Channel:</b>	<b>News Letter / Cascaded briefing</b>
<b>Description:</b>	Newsletter to be published in hard copy and electronic formats. Contributions by work groups, Steering Group and others involved in the programme.
<b>Purposes:</b>	Communicate progress, issues and matters affecting internal and external stakeholders. To keep interest in the Programme and promote support and involvement. For internal and external stakeholder use.  To ensure that important HR and employment issues are communicated directly and consistently to staff, in a way that they understand by people they know.
<b>Frequency:</b>	Monthly and as key decisions relating to HR and employment are made.
<b>Channel:</b>	<b>Intranet</b>
<b>Description:</b>	Our intranet can bring together all disclosable information relating to the Programme including its progress. In particular, this medium will focus on internal staffing and HR issues.
<b>Purposes:</b>	To provide a comprehensive body of information for each of the Local Authority's internal stakeholder community. To elicit feedback and invite comments and questions. To raise awareness of the approach and work of the programme.
<b>Frequency:</b>	Updated monthly or as required.
<b>Channel:</b>	<b>Information materials such as flyers and information sheets.</b>
<b>Description:</b>	Flyers and information sheets containing both general and specific information about the Programme and its progress. Available both in paper format and electronically.
<b>Purposes:</b>	Provide information in a format easy and quick to read and understand. High level rather than detailed. Produced for a variety of stakeholders including the general public and our staff.
<b>Frequency:</b>	As required as the Programme progresses.
<b>Channel:</b>	<b>Web site <a href="http://www.plymouth.gov.uk">www.plymouth.gov.uk</a></b>
<b>Description:</b>	Non secure website for outbound communication between The Programme and the interested parties
<b>Purposes:</b>	To provide a method for quick distribution to a wide audience. To provide a place where responses to materials can easily take place.
<b>Frequency:</b>	Updated as required.

<b>Channel:</b>	<b>Individual meetings</b>
<b>Description:</b>	Meetings between those actively involved in the Programme and organisations on a bilateral or multilateral basis and/or other project teams depending on organisation and subject matter to be discussed.
<b>Purposes:</b>	<p>A forum for direct, two-way communication with our staff and other stakeholders.</p> <p>An opportunity to discuss issues surrounding the Programme on an individual basis with those it may affect.</p> <p>An opportunity to discuss developing thinking and the expected outcomes of the Programme with those at the “grass roots”.</p>
<b>Frequency:</b>	As requested and as thinking develops/ decisions are made.
<b>Channel:</b>	<b>Workshops</b>
<b>Description:</b>	Open discussion forum with identified stakeholders within the Programme. Can be used for general discussion regarding the Programme or to explore specific issues. (Likely to include Work Group lead/Programme Lead)
<b>Purposes:</b>	A forum for two-way communication, open discussion and exchange of ideas between work groups, teams and stakeholders. Useful to work out details of required outcomes of policy decisions.
<b>Frequency:</b>	Likely to take place once major policy decisions have been made. May be held within Road shows (see below)
<b>Channel:</b>	<b>Stakeholders groups</b>
<b>Description:</b>	Representatives from key stakeholders to discuss the Programme on a regular basis.
<b>Purposes:</b>	To discuss developing policy and to feed back to Programme Board, based on experience and knowledge of their areas and to gain early knowledge of developing thinking on the Programme.
<b>Frequency:</b>	Monthly
<b>Channel:</b>	<b>Communication steering group</b>
<b>Description:</b>	Representatives from stakeholders and Programme Board meeting to discuss communication on a regular basis.
<b>Purposes:</b>	<p>To help enable the Communication Strategy for the Programme, to evolve, making use of members’ experience and knowledge of the business.</p> <p>To act as point of contact for information dissemination to, and for receipt of queries from, members of own organisation.</p>

<b>Frequency:</b>	Monthly
<b>Channel:</b>	<b>Road shows</b>
<b>Description:</b>	Event to take place at various locations throughout the city. Opportunity to share information about the Programme with stakeholders throughout the city. Also allows open discussion and exchange of ideas from and between stakeholders in form of open questioning sessions.
<b>Purposes:</b>	An open and accessible way to enable two-way communication, discussion and exchange of ideas between our organisation and stakeholders.
<b>Frequency:</b>	Likely to take place once major policy decisions have been made. May include Workshops (see above)
<b>Channel:</b>	<b>Press / media releases</b>
<b>Description:</b>	Information regarding specific aspects of the Programme released to the Media.
<b>Purposes:</b>	To give information on specific aspects of the Programme usually relating to a programme deliverable, or an important decision. Also in response to media interest in specific areas.
<b>Frequency:</b>	As required and as key decisions are made/ key deliverables are achieved.
<b>Channel:</b>	<b>Meeting with unions/ representative groups</b>
<b>Description:</b>	Meetings between the Senior Responsible Officer, Programme Lead and unions/ representative groups and representation from work streams depending on subject matter to be discussed.
<b>Purposes:</b>	<ul style="list-style-type: none"> <li>- A forum for direct, two-way communication between the Programme representatives and staff representatives.</li> <li>- An opportunity to discuss issues surrounding the Programme with those it will affect.</li> <li>- An opportunity to discuss developing thinking and the expected outcomes of the Programme with representative of those at the “grass roots”.</li> </ul>
<b>Frequency:</b>	As requested and as thinking develops/ decisions are made, but at least once every quarter
<b>Channel:</b>	<b>Internal departmental briefing papers / newsletters</b>
<b>Description:</b>	A method to bring together all non-sensitive and relevant information relating to the Programme and its progress.
<b>Purposes:</b>	<p>To provide a regular and relevant source information for each organisation’s internal stakeholder community.</p> <p>To elicit feedback and invite comments and questions.</p> <p>To raise awareness of the approach and work of the project.</p>
<b>Frequency:</b>	As per frequency of publication and as required.

**Putting People First in Plymouth  
Communications Plan - Checklist**

<b>Interested Areas:</b>	<b>Integrated Teams</b>	<b>Resource Allocation System</b>	<b>Support Planning</b>	<b>Support Brokerage</b>	<b>Assessment / outcomes</b>	<b>Commissioning</b>	<b>Workforce Development</b>	<b>Safeguarding</b>	<b>Carers</b>
<b>Stakeholders:</b>									
Adult Social Care Staff									
Trade Unions									
Service User									
Carer									
Provider									
PCT									
Housing									
Leisure									
Transport									
Finance									
Performance									
Department Managers									
Work/Project Group Lead									



