


Health Scrutiny Committee – 3 April 2008

The following documents were not available when the agenda was published but were circulated prior to the meeting.

	Pages
4. MINUTES	1 - 4
To approve and sign the Minutes of the meeting held on 19 March 2008.	
8. COMMUNICATION MATTERS	5 - 26
To receive an update on work on communication issues between the Council and the Primary Care Trust.	

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Health Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Wednesday, 19 March 2008 at 12.05 p.m.

Present: Councillor JK Swinburne (Chairman)
Councillor AT Oliver (Vice Chairman)

Councillors: WU Atfield, MJ Fishley, KS Guthrie, G Lucas, A Seldon, AP Taylor and PJ Watts

In attendance: Councillors PA Andrews, LO Barnett, WLS Bowen, ME Cooper, H Davies, PJ Edwards, KG Grumbley, SJ Robertson, RV Stockton and JD Woodward. Mrs A Stoakes, Vice-Chairman of the Primary Care Trust Patient and Public Involvement Forum.

48. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Brigadier P Jones CBE and GA Powell.

49. NAMED SUBSTITUTES

There were no named substitutes.

50. DECLARATIONS OF INTEREST

Councillor WU Atfield declared a personal interest in agenda item 6: Report on the Assessments of 18-64 Year Olds Future Needs and Services, as a Trustee of Mind.

51. MINUTES

RESOLVED: That the Minutes of the meeting held on 5 March 2008 be confirmed as a correct record and signed by the Chairman.

52. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

There were no suggestions from members of the public.

53. ASSESSMENTS OF 18 – 64 YEAR-OLDS' FUTURE NEEDS AND SERVICES: MENTAL HEALTH AND PHYSICAL DISABILITIES

The Committee considered proposals for the development of high-performing health and social care services by 2012 to meet the expected future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities.

The detailed report to Cabinet on 24 January had been previously circulated to Members of the Committee.

Members of the Committee had attended a meeting of the Adult Social Care and Strategic Housing Scrutiny Committee immediately prior to the Committee's meeting, to which the Corporate Policy and Research Manager had presented the detailed report. Members of the Health Scrutiny Committee had participated in the scrutiny of

the report, as reflected in full in the Minutes of the Adult Social Care and Strategic Housing Scrutiny Committee.

The Chairman suggested a number of points which might be emphasised from a health scrutiny perspective in addition to the resolutions agreed by the Adult Social Care and Strategic Housing Scrutiny Committee.

RESOLVED:

- That (a) whilst the Committee welcomes the positive changes in mental health provision in recent months, it also recognises that further changes in the way services are delivered are necessary, particularly with regard to residential care levels and improved preventative measures. It therefore supports the general findings of the report;**
- (b) the decision to appoint a Joint Head of Integrated Commissioning for the Primary Care Trust and Herefordshire Council is supported and the Committee requests that the Joint Commissioning Strategy currently being prepared for physical disabilities is presented at the earliest opportunity for the Committee's consideration, together with an updated version of the Joint Commissioning Strategy already in place for mental health services. Thereafter, the Committee asks that implementation progress reports should be made on a regular basis, including as regards the integration of occupational therapists into community teams under common line management and the development of the new ICT system for social care (with effective links to the PCT);**
- (c) the Committee notes the large number of assumptions made within the mental health data and suggests caution over the financial projections which result. It therefore supports better local data collection for service users and that updated actual data is taken into account in future budget setting;**
- (d) the Committee would like the sourcing of outside funds to be a priority and would support the relevant personnel being employed to achieve this aim;**
- (e) a report be made to the Committee on the workforce plan being prepared, which will include training, recruitment and retention issues for the Primary Care Trust, social care and provider organisations in the independent sector; and**
- (f) in addition to emphasising the points above from a health perspective, the recommendations made by the Adult Social Care and Strategic Housing Scrutiny as set out below be endorsed:**

That:

- (a) The Committee believes that the recommendations to improve both Mental Health and Physical Disabilities are sound, although it remains concerned that the some of the conclusions are based on data that is far from robust. Herefordshire Council and the Primary Care Trust (PCT) need to ensure that, as a matter of urgency, better systems of data collection and analysis are in place, so that future improvement plans are more securely**

evidence-based. (The Committee understands that new systems for Herefordshire Council's social care services will be installed in the Autumn, which should greatly improve both assessments and data collection. It is hoped that the PCT will make similar improvements.) The Committee intends to focus on key outcomes, and will therefore require regular reports to the Committee on the success of achieving the reports' recommendations;

- (b) The Committee supports Recommendation B as outlined in the paper before it, but believes that joint commissioning and provision between the Council and the PCT should be strengthened (including, for example, in respect of occupational therapy), with absolute clarity about financial matters. The Committee was glad to note that recruitment to the post of Director of Integrated Commissioning was imminent. It was requested that a progress report should be brought to the Committee once the post-holder had been in position for six months, and thereafter on a regular basis;
- (c) The Committee is uncertain whether the total resources proposed will be adequate to deliver the recommended improved services, especially as their introduction might bring increased demand, particularly if services not currently provided (e.g. for personality disorders) are introduced. This consideration should be taken into account in setting budgets for future years;
- (d) The Committee notes the high dependence on the support of the voluntary sector in the achievement of these improvement plans, and suggests that in order to achieve this the voluntary sector must have the confidence that adequate and secure funding is in place.
- (e) Outside funding sources should be sought as a matter of priority, and internal funding should be made available to support this function;
- (f) A report on action on the workforce improvements necessary to implement the reports' recommendations, including as regards the training, recruitment and retention of staff, should be made to this Committee in three months' time; and
- (g) The importance of the integration of ICT systems between the Council and the PCT be emphasised, and that this matter should therefore be monitored to ensure that the work being undertaken delivers the outcomes required. A progress report should be provided to the Committee in six months' time.

The meeting ended at 12.15 p.m.

CHAIRMAN

UPDATE ON COMMUNICATIONS**Report By: Head of Communications****Wards Affected**

County-wide

Purpose

1. To update the health scrutiny committee on progress on the creation of a unified communications team to serve the council and the primary care trust
2. To present the draft integrated communications strategy and seek comments or ideas for improvement.

Background

3. In providing unified communications, the communications team must serve the requirements of the council and the primary care trust equally.
4. The cost of a unified resource must not exceed currently allocated human resources and budgets in the council and the primary care trust, and opportunities will be taken for economies of scale.
5. The unification of communications includes a unified team, the bringing together of communications channels and a single integrated communications strategy and service plan.
6. The draft communications strategy is included in this paper

RECOMMENDATION

That the health scrutiny committee considers progress on the creation of a unified and integrated approach to communications and comments on how the draft communications strategy might be improved.

Background Papers

- None identified

1. The creation of a unified communications team

- 1.1 The purpose of the unified corporate communications unit is: to effectively and efficiently promote awareness, understanding and support for the vision, values and priorities of the new partnership working of the council and the primary care trust among the diverse communities and stakeholders of Herefordshire, and the wider regional and national health and government audiences.

2. Objectives

- 2.1 To promote a positive understanding among Herefordshire's diverse communities in:

- The range of local public services and how to access them,
- The local democratic process and how to engage in it, and
- The progress and performance of new partnership working in meeting the vision and priorities for the county

- 2.2 To foster a shared understanding and support among all employees, elected members and non-executive directors, and clinical practitioners and partner organisations, for the new partnership working arrangements, its vision, values and priorities, and to create a strong foundation for organisational development and performance improvement.

- 2.3 To increase stakeholder pride and confidence in the county and work with our strategic partners to market the qualities of Herefordshire to key external audiences in support of tourism, business opportunities, regeneration, recruitment, fair funding and internal investment.

- 2.4 To enhance the reputation of the public service trust among key local and national stakeholders and opinion formers, including local, national and professional media.

3. Resources

Herefordshire Council

Herefordshire Primary Care Trust

Communications unit

Head of communications
Senior press and publicity officer
Press and publicity officer
Press and publicity officer
Internal communications officer
Design and brand manager
Member communications officer
Communications assistant

Communications and corporate
programmes manager

Council directorates

Various posts with some communications
responsibility in other council service areas

Knowledge management/ web development Web design and content professionals

4. Budget

4.1 The council communications revenue budget for 2007/2008 is £302,787 and there are no plans for a budget increase over the next three years. The annual budget for communications (salaries and publications) within the primary care trust is estimated to be £50,000 approximately. Existing budgets will be combined to support the new unified communications service.

4.2 Within the council, there remain posts in various directorates with a full or part communications responsibility. It is recommended that this is quantified and assessed, with a view to achieving further efficiencies and effectiveness to support the public service trust value for money agenda. The cost of the total communications resource going forward will not exceed the current budgets for communications available within the council and the primary care trust.

5. Structure



5.1 It is important that the new communications structure and resources reflects equally the established needs of the council and the primary care trust. The above diagram illustrates that the communications unit, as a resource, should regard itself as being available and answerable equally to the council and the primary care trust, which are equal partners and stakeholders in the new partnership working arrangements.

5.2 Therefore, the majority of the posts within the structure will give equal focus to the external and internal promotional and communications requirements of both organisations.

6. Media relations

6.1 However, there is an exception. Within the council it has proved successful to have press and publicity officers specialising in social care, environment and so on.

6.2 A specialist public health press and publicity officer will be allocated. This will entail building internal and external contacts (including media and stakeholders) and developing their experience and expertise to support effectively the promotional requirements of the services related to the primary care trust.

7. Integrated web site and intranet design and content

7.1 To achieve integration and provide timely and focused return on investment in web and intranet services, some web content resource is to be transferred to the unified communications unit.

7.2 This will be particularly important to accomplish quickly a web presence for the new partnership working with a high level of content to promote and signpost the new integrated approach. The web developer and content editor will work closely with the integrated ICT division, which would be responsible for maintaining the technology platform and delivery functions for the web site and intranet.

8. Design and brand management

8.1 The design and brand management role will manage all design and print work across the two organisations in accordance with the corporate identity guidelines to be developed for partnership working.

8.2 A single house style will be adopted for the written word, including tool kits guiding the production of reports, literature, letters and electronic publications using plain language guidelines.

9. Key areas of responsibility

Communication and marketing strategies and campaigns
Media relations – including media training and media monitoring
Internal communications – including change management
Elected member and non-executive director communications
Brand management, visual identity and house style for the written word
Graphic design and print management
Publications - like Herefordshire Matters and Annual Summary of Accounts
Integrated web and intranet development and content (proposed)
Event management
Crisis management (working with emergency planning)

10. Partners

- 10.1 The unified communications unit will work closely with a variety of organisations in the public, private and voluntary sector. Currently, the unit supports the Herefordshire Partnership for media relations and employee communications and has strong links with the many local organisations under this umbrella. This includes crisis management/emergency procedures (with West Mercia Police); the community safety and drugs partnership; Herefordshire Rural Transport Partnership; waste management community liaison; Halo for leisure services; Amey for highways and traffic services, civic and school catering, grounds maintenance, street and building cleaning, recycling facilities, building management and maintenance as well as other support services.
- 10.2 The unified communications team will work closely with the third sector to ensure their role was recognised in helping to deliver the public service trust vision and would further links with health service providers to ensure communications are co-ordinated and mutually supportive.

11. Stakeholders

The unified communications resource will serve the following audiences and stakeholders:

- Citizens - as stakeholders in new partnership working, as users, patients or customers of public services and as taxpayers, including all of our diverse communities, however 'hard to reach' or specialist their information needs.
- Elected members of the council - in their roles as representatives of the community, decision makers and custodians of the council's corporate reputation.
- Non-executive directors of the primary care trust – whose profile needs to be developed so that their expertise and contribution is widely recognised within the Herefordshire communities and the national and regional health and government communities.
- Employees, clinical practitioners and professionals, and our strategic partner employees - as a critical success factor in the delivery of the public service trust vision and its services, and as ambassadors for the organisation and the county
- Our partners - in other areas of public service, in the third sector and in business, with whom the public service trust will create and maintain effective working partnerships for the benefit of the community as a whole
- Other councils and primary care trusts and the organisations that represent them - to share information/best practice in achieving good value-for-money public services
- Regional authorities or government and their departments and inspection bodies - as funding and improvement agencies helping us to continually improve our services

12. Communication channels

12.1 Currently, there is a range of communications channels and tools available to the council and the primary care trust in informing and involving a variety of stakeholders.

12.2 The following table outlines the various channels used by each organisation, how they work, their frequency, the audiences they address and the benefits of using them to promote new partnership working. However, as part of unifying communications, several communication channels will be amalgamated or, in some cases, redesigned, re-branded and re-launched to reflect the new requirement to promote equally the council and the primary care trust.

Council or PCT	Channel	Audience	Activity	Frequency	Benefit
Council PCT	Media Press releases Press enquiries	All	Promotion of positive news through radio, television and print media nationally and locally Managing issues	Potential 24 hours	Better informed audiences Ensure where possible that staff do not hear news from the press first
Council	Press watch	Employees Members Non-Execs	Press cuttings are updated regularly and available on request	Daily	Encourages service area awareness and responsibility for how public services are reported in the media
Council	Herefordshire Matters To be re-branded and re-launched as a PST publication	Citizens Members Non-Execs Employees	Update citizens on public services and decisions	Bi-monthly	Promote better understanding of public services and how to access them
Council PCT	Web site Integrate design, structure and content	Citizens Members Employees Partners Government	A key information and communication tool, available 24:7, for potentially a global audience	Daily	A promotional window for the council, the primary care trust and the county
Council	Intranet Common content to be ensured – leading to integration	Employees	Important information tool on council policies and developments	Daily	Potentially a cost effective means of supporting managers and staff with relevant information
PCT	Intranet Common content to be ensured – leading to integration	Employees	The primary care trust intranet site is accessible to all staff linked to the NHS Net	Daily	Includes discussion boards and is a cost effective means of logging information
Council PCT	Consultation – to be backed up by individual communication strategies	Citizens Business Partners	Consultation and engagement through channels preferred by stakeholders – good communications	To be determined	Engages stakeholders in An overarching public service trust consultation

			channel in its own right		document will be produced with concise and focused versions for specific stakeholder groups
Council PCT	Community forums	Citizens Partners	Engages citizens on issues of local relevance – potential mechanism for consultation	Quarterly	Promote better understanding of democratic process and how to engage in it – involves public in addressing local issues
Council PCT	Service leaflets & publications	Citizens Members Employees Partners	Publishing information on public services and how to access them	Various	Promotes take up of services and achieves recognition
Council PCT	Reception areas	Citizens, visitors, businesses, members, employees and partners	Reception staff interact with customers and site visitors	Various	Promote better understanding of public services and how to access them
Council PCT	Events	Citizens	A wide range of community events organised each year	Various	Potential for new partnership messages to be reinforced in events
Council	Council tax leaflet Extend to include health information	Citizens Members Employees	Leaflet explaining council tax expenditure, funding and progress on new partnership working	Annually March 2007	Mailed out to every household
Council PCT	Report and Accounts (Full Report and Summary) To be integrated	Accountants and auditors Citizens Members Non-execs	Gives an annual review of how money is managed and reports progress against the vision and priorities	Annually	Summary document is an effective means of getting across the strategic picture in an accessible way – generally gets good feedback
Council PCT	News & Views team briefing Combine PCT and council systems	Employees	Face to face discussion of news – plus views feedback. Cascade of news is added to at each tier - monitored	Monthly	Internal communication channel most favoured by staff – gives management an overview of staff concerns
Council	First Press (news leaflet) Re-launch as PST news leaflet	Employees	Hard copy - delivered to employees with payslips. Only regular communication guaranteed to get to all employees	Monthly	Promotes awareness, understanding and support for priorities. Reaches all members of staff
Council	First Press (Online) Re-launch as PCT resource	Employees	Electronic and extended version of the news leaflet	Monthly	Promotes use of the intranet with links to further documents as required
PCT	Staff newsletters	Employees	Newsletters are produced on subjects	Ad hoc	Flexible approach that lends itself to

	Integrate with the First Press news leaflet		as required and distributed with the central team brief and posted on the intranet		one off newsletters communicating work on new partnership working
PCT	Newsletters To be developed	Clinical practitioners and other stakeholders	Newsletters produced from time to time for specific matters	Ad hoc	Flexible approach for communicating work on the public service trust
PCT	Attachments to pay slips Integrate with First Press news leaflet	Employees	The primary care trust can attach information directly to staff pay slips each month	Monthly	Guaranteed way of getting controlled messages to all staff
Council	Leadership Forum Re-launch as a PST manager development channel	Key managers	Create new community of leaders Share best practice in leadership Harness ideas and support of key managers	Quarterly	Involves managers who have a strong leadership role in driving improvement Delegates will benefit the PST by their contribution (and offers development)
Council	Leadership Online Re-launch for PST managers	Key managers	Occasional electronic publication for managers	Various	Direct and informative communication
Council PCT	Talking Point Talking Trust Combine and re-brand as a PST resource	Employees	Chief executive engages employees on key issues Provides valuable opportunity for dialogue, can be used to correct misconceptions	Quarterly or can be organised ad hoc	Leadership and engagement given more emphasis Credible channel for disseminating information
Council	Electronic news service Re-launch on council and PCT intranets	Employees	Daily news service on intranet home pages – cross over to PCT intranet initially then integrate with single intranet provision	Daily	Employees informed before they read about it in the media
Council PCT	All Users Email All staff emails	Employees Members Employees Non-Execs	All email users list – new policy to ensure that urgent information is conveyed to all staff Systems in place to send information to all staff with access to the PCT network	As required	Can get a message to 70 per cent of council staff quickly Can get a message quickly to those staff with an email account
Council	Service and staff directory To be made available to	Employees Members Non-Execs	Helps to locate individuals and teams, their responsibilities and their position in structure	Daily	An essential directory for all employees with access to the intranet

	PCT staff				
Council	Directorate and service newsletters To be brought within the PST brand	Specific service teams	A variety of print and electronic newsletters are produced Opportunities for economies of scale with corporate channels	Various	Promotes local understanding of service area priorities
Council	Communication update Now being replicated as a monthly performance communication tool within PCT	Cabinet Non-Execs Directors Heads of Service Key managers	Report on press releases, press coverage and upcoming projects A reporting tool for progress on communication	Weekly	Regular and transparent summary of communication work and issues – early warning system for forthcoming media coverage
Council	Corporate and operating plans Combine with PCT published plans	Citizens Employees Members Non-Execs	Promotes strategic direction and progress on priorities	Annually	Leads service planning and development
Council PCT	Notice boards Overhaul the council boards to reflect PCT approach, which has systems to update notice boards	Employees	Carries information and promotes events to staff.	Various	Reminds staff of key programmes PCT boards are tightly managed
Council	Employee Opinion Survey To incorporate PCT staff in 2008	Employees	Surveys all employees on work issues	Annually	Information on staff morale and job satisfaction - benchmarking
Council PCT	Staff Induction Unify induction process	New employees	Gives new employees an overview of council and primary care trust services, projects and policies – PCT holds inductions every three months	Various	Potentially introduces new starts to public service trust vision
Council PCT	Staff handbook Integrate handbooks in 2008	Employees	As part of their induction all new staff get a handbook which is updated regularly	Updated regularly	Promotes public service trust values and behaviours
Council PCT	Staff review & development	Employees	Annual or six monthly review and planning of performance & development	Six monthly	Links individual targets and performance to strategic and service plans

Council PCT	Rumour	Employees Members Non-Execs Citizens Media	Unmanaged channel that will proliferate if established communications channels are not used effectively and regularly	24 hour	Replace word of mouth with positive messages
Council PCT	Word of mouth (via staff) Prompted by face to face communication	Citizens Partners	Word of mouth is highly regarded information sources Reinforces the importance of having regular, consistent and dependable information for staff	Daily	A powerful communication channel if used positively 8,000 potential ambassadors for the primary care trust and the council
Council PCT	Whistle blowing charter Ensure the policies are integrated and promoted equally across the public service trust	Employees	The principle is that service users and the public interest come first. Employees can raise concerns about service provision, the conduct of officers or councillors	At any time	Provides means of exposing internally any wrongdoing, such as inappropriate treatment of children or adults, discrimination or corruption.
Council PCT	Freedom of Information Integrate process	Media Citizens Stakeholder	The provision of information to citizens, the media or any other interested party in accordance with the FOI Act.	At any time	The efficient management of FOI requests helps present the council as open and accountable
Council PCT	Union meetings Involve unions in improved communication	Unions Employees	Both organisations committed to working in partnership with unions and have regular and structured meetings to discuss issues	Bi-monthly	Valuable opportunity to discuss implications of public service trust to staff
Council PCT	Committee and board meetings	Citizens Members Non-Execs Partners	Papers processed for the press by the communication unit as appropriate	Various	Promote better understanding of democratic process and how to engage in it – promote PCT open meetings
Council	Member induction	Newly elected members	Sets the scene for the Herefordshire, key issues, ethics, policy framework, council services and structures.	Following local elections	Provides an early understanding of local government. Introduce new members to the public service trust concept
Council	Ward members	Citizens Business Partners	Two way liaison and consultation	Daily	Better informed members on issues – promotes local leadership

Council	Cabinet	Citizens Business Partners Government Media	Leadership role in promoting strategic issues	Daily	Demonstrating community leadership and accountability
Council	Members newsletter Equivalent communication channel for PCT non-execs to be developed	Members	Promotes to all members developments of interest	Monthly	Informs members about events or programmes of interest to members
Council	Service Update Now integrating PCT and council information	Members Non-Execs	Promotes to members and non-execs any developments of interest across the council and PCT	Quarterly	Informs about PCT and council programmes in more detail
Council	Member working groups Possible linking up with non-execs of PCT	Members	Members elect to progress key themes	Various	Potential public service trust profile building and involvement with members

13. Next steps

13.1 The genuine unification of communications means more than just the creation of a single team and the bringing together and integration of communication channels. It also requires the development of a new mindset, shared by all communications team members, which results consistently in the specific requirements and opportunities presented by the primary care trust and the council to be immediately and equally apparent and to be considered, at the forefront, at all times.

13.2 This change in mindset will be a challenge for all unified teams within the new partnership working arrangements. To help achieve this for the communications unit, the following is being undertaken:

- Review of all job descriptions and person specifications to ensure they support the objectives for the unified communications unit and, where appropriate, submit for job re-evaluation
- Regular team meetings and sharing of information and issues
- Regular individual progress meetings between head of communications and chief executive; chair of the primary care and leader of the council
- Frequent reporting of all communications activity to appropriate senior levels within the primary care trust and the council and engaging them in shaping communication outcomes
- A single integrated communications strategy for the council and the primary care trust
- A unified service plan that details how the communications service supports and demonstrates equal partnership working

Communications: draft action plan

What (Project or Channel)	Why (Objectives)	Who	When
Unified communications team			
<u>New team</u> To agree a team structure, together with purpose, scope and objectives for unified communications.	To promote awareness, understanding and support for the vision, values and priorities of new partnership working among diverse communities and local stakeholders, and regional and national health and government audiences. To provide a unified communications service without increasing overall costs To ensure communications activity in line with requirements of equal partners To deliver an enhanced communications and marketing service to service areas To develop key skills in effective planning, performance management and delivery of a unified service. To govern how communications is delivered effectively on behalf of the council and the primary care trust.	Head of communications	Jan 08
<u>Job descriptions</u> To re-write and re-evaluate job descriptions and person specifications for the new unified communications structure		Head of communications	Jan 08
<u>Financial resources</u> To scope and agree in principle the financial resources for a new three-year service plan.		Head of communications	Apr 08
<u>Regular joint team and update meetings</u> To undertake unified communications meetings fortnightly and frequent updates with chief executive, chair of PCT and leader of the council		Head of communications	Jan 08
<u>Customer service standards</u> To develop new customer service standards		Head of communications	Apr 08
<u>Skills development</u> To create a comprehensive skills development matrix for the key areas of performance in the communications unit		Head of communications	May 08
<u>Communications protocols</u> To devise and agree a comprehensive and common set of communications protocols and principles for use by the unified team, the media, employees and elected members		Head of communications	May 08

<p>Integrated communications strategy</p> <p><u>Audit of communications</u> To undertake a comprehensive audit of communications channels and tools currently in use in the council and the primary care trust</p> <p><u>Communication and consultation</u> To agree common principles for communication and consultation</p> <p><u>Stakeholder analysis</u> To identify and prioritise stakeholders in new public services arrangements.</p>	<p>To provide a firm foundation for improvement and integration in communications</p> <p>To ensure that the communications strategy is based on a shared understanding of values and principles for communications</p> <p>To scope out the various groups affected by, having an interest in, or influence on how the council and PCT communicates</p>	<p>Communications workgroup (PCT and council)</p> <p>Communications workgroup</p> <p>Communications workgroup</p>	<p>Jan 08</p> <p>Jan 08</p> <p>Jan 08</p>
<p>Culture change</p> <p><u>Organisational development</u> To link the integrated communications strategy for the council and the primary care trust with the organisational development project (culture change) for both organisations.</p> <p><u>Shared vision and values</u> To encourage the development of a shared vision and values set for Herefordshire Public Services that is meaningful and marketable</p> <p><u>Management communications competencies</u> To agree management competencies for communications.</p> <p>To include a communications module in the corporate induction</p> <p>To develop training, advice and guidance on using communications appropriately and effectively.</p>	<p>To ensure the culture change imperative is promoted successfully within the internal communications framework</p> <p>To help drive the council and the primary care trust to achieve its shared vision.</p> <p>To that ensure everyone planning, purchasing, designing and delivering public services understands and accepts their responsibility to communicate and engage effectively.</p>	<p>Internal communications officer</p> <p>Head of communications</p> <p>Head of communications</p>	<p>Jun 08</p> <p>Sep 08</p> <p>Jun 08</p>

<p><u>Promoting performance management</u> To promote performance management information on the range of services commissioned and provided by the council and the primary care trust to employees, customers and patients.</p> <p><u>Clear communication of policies</u> To encourage a structured and accessible approach to promoting the range of policies supporting management and staff values, behaviours and performance across the council and primary care trust.</p> <p><u>Promoting financial management</u> To promote strong financial management (for example the medium term financial management strategy).</p> <p>To produce a common approach to financial reporting publications.</p> <p>To upscale positive financial media coverage to counter negative perceptions resulting from recent issues.</p>	<p>To increase understanding and support for performance issues among employees</p> <p>To ensure that employees and managers understand the policies they need to work to and how to access them</p> <p>To ensure that employees and managers adhere to financial policies</p> <p>To demonstrate close partnership working</p> <p>To demonstrate effectiveness of financial management and corporate policies</p>	<p>Head of communications</p> <p>Internal communications officer</p> <p>Head of communications</p> <p>As above</p> <p>Press and publicity officers</p>	<p>2008/09</p> <p>2008/09</p> <p>May 08</p> <p>2008/09</p>
<p>Communications and public involvement in health</p> <p><u>COMPIC</u> To support the work of the primary care trust's communications and public involvement committee (COMPIC) - consulting and engaging on service improvements and priorities, raising awareness of health issues as well as building on existing relationships with patients, user groups and residents.</p> <p><u>Public health campaigns</u> To target resources and use existing joint channels and outlets in support of public health responsibilities and information campaigns, using strong local networks</p> <p>To agree a communications strategy in support of appropriate radiotherapy capacity to meet the needs of local people</p>	<p>To support the duty of the PCT under the 2001 Health and Social Care Act to involve patients and the public in planning and developing services</p> <p>To educate people about health issues and promote greater self care, wellbeing and healthier lifestyles.</p>	<p>Head of communications</p> <p>Press and publicity officer (health)</p> <p>As above</p>	<p>Jun 08</p> <p>2008/09</p> <p>May 08</p>

To link with COMPIC in ensuring the primary care trust receives recognition for its achievements locally, regionally and nationally		As above	2008/09
<p>Internal communications framework</p> <p><u>Readiness for change survey</u> To undertake a 'readiness for change' survey of managers and teams across the council and the primary care trust.</p> <p><u>Employee opinion survey</u> To promote a strong response to the annual employee opinion survey across the council and the primary care trust</p> <p><u>New internal communications framework</u> Build a practical and measurable internal communications framework that drives clear lines of communication upwards, downwards and across and between the council and the primary care trust to help achieve real joint public services working.</p> <p><u>Team briefing system</u> To implement a single, robust and measurable team briefing system across the council and the primary care trust that secures 100 team briefs per month</p> <p>To build on results of the 'readiness for change' survey to ensure that employees recognise the team brief as their most valued information channel</p> <p><u>Employee newsletters and online information</u> Develop a frequent electronic newsletter for council and primary care trust employees – but revise the monthly hard copy employee newsletter to cover employee benefits and 'non time critical' announcements.</p>	<p>To produce a foundation of understanding on which to build internal communications</p> <p>To achieve improvements in communications performance indicators</p> <p>To foster a shared understanding and support among all employees and clinical practitioners for new partnership working, its vision, values and priorities.</p> <p>To promote positive dialogue between managers and their teams</p> <p>To implement new feedback systems to provide a strategic management tool for directors and senior management</p> <p>To deliver key, up-to-date information quickly to all employees on time to budget</p>	<p>Head of communications</p> <p>Internal communications officer</p> <p>Internal communications officer</p> <p>Internal communications officer</p> <p>Internal communications officer</p> <p>Communications assistant</p> <p>Internal communications officer</p>	<p>Jan 08</p> <p>July 08</p> <p>May 08</p> <p>Apr 08</p> <p>July 08</p> <p>May 08</p>

<p><u>Weekly electronic news service</u> To provide topical news service, weekly and electronically, that is designed to keep staff informed before they read about it in the press</p>	<p>To promote awareness and understanding of key issues as they develop.</p>	<p>Internal communications officer</p>	<p>May 08</p>
<p><u>All-staff email</u> To produce and stick to a cross organisation policy to reserve all-staff emails for urgent announcements that directly affect all staff, with links to material posted on the intranets.</p>	<p>To maintain an immediate communications resource to reach all staff quickly when required</p>	<p>Head of communications</p>	<p>Jan 08</p>
<p><u>Leadership visibility</u> To organise regular 'road shows' with the chief executive and senior managers to enable employees and contracted professionals to raise questions, ideas and concerns.</p>	<p>To sustain positive visibility for the leadership of the council and the primary care trust among employees</p>	<p>Internal communications officer</p>	<p>Apr 08</p>
<p><u>Weekly communications update</u> To provide a weekly update for cabinet members, non-exec directors and senior managers on communications plans and press coverage.</p>	<p>To keep key personnel informed on press issues, including news coverage affecting the council/PCT</p>	<p>Head of communications</p>	<p>Jan 08</p>
<p><u>Creatively rejuvenate communication channels</u> Produce creative campaigns that effectively rejuvenate traditional communication and involvement channels and approaches to reflect and promote the innovative joint public services arrangements.</p>	<p>To ensure all communications channels are evaluated and refreshed during 2008/09 to meet audience requirements</p>	<p>Head of communications</p>	<p>2008/09</p>
<p><u>Communications tool kits</u> Develop communications tool kits of value to clinical practitioners and contractor professionals</p>	<p>To support clinical practitioners in their role in maintaining understanding of joint public service arrangements.</p>	<p>Press and publicity officer (health)</p>	<p>Sep 08</p>

<p>Members' and Non-Exec Director communications</p> <p><u>Survey of communications needs</u> Act on survey of the communications needs of elected members to review channels and frequency</p> <p><u>Elected member induction</u> To maintain communications induction programme for new councillors and returning councillors, building on the comprehensive induction programme designed for local elections.</p> <p>To maintain a comprehensive communications toolkit for elected members.</p> <p><u>Non-executive director induction</u> To maintain a communications induction package for new directors and non-executive directors of Herefordshire Public Services.</p> <p><u>More promotion of scrutiny function</u> To promote the public scrutiny of council and primary care trust services and decisions, supporting communications with, and from, scrutiny committees and patient or public forums.</p> <p><u>Service Update</u> To ensure that non-executive directors and elected members receive equally a combined quarterly update on services and operations.</p> <p><u>Members' newsletter</u> To review frequency and content of (currently monthly) Members' News to ensure it is meeting the information needs of elected members</p> <p><u>Democracy week</u> To implement an effective programme for involving elected members with young people in a structured event to promote democracy</p>	<p>To maintain and improve member and non-executive communication channels to provide the information they want.</p> <p>To encourage a mutual understanding of operational issues and progress across the council and the primary care trust</p> <p>To support members in keeping abreast of developing communication opportunities</p> <p>To ensure high awareness of available communications channels</p> <p>To build a public understanding of the role of the scrutiny function and its progress</p> <p>To maintain awareness and understanding of operational issues in the council and the primary care trust</p> <p>To ensure improved immediacy in communications for elected members</p> <p>To promote the democratic process and how to engage in it in Herefordshire</p>	<p>Member communications officer</p> <p>Member communications officer</p> <p>Member communications officer</p> <p>Member communications officer</p> <p>Press and publicity officers</p> <p>Members communications officer</p> <p>Members communications officer</p> <p>Members communications officer</p>	<p>Jan 08</p> <p>Apr 08</p> <p>Apr 08</p> <p>Apr 08</p> <p>2008/09</p> <p>Every quarter</p> <p>Apr 08</p> <p>Oct 08</p>
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<p>Media</p> <p><u>Press releases</u> To maintain increased press release production overall (from 500 in 2006, 850 in 2007 to 1000 press releases and statements in 2008 (this puts Herefordshire's communications unit in the top ten per cent of productivity for local government: LGA 2001/04).</p> <p>To significantly increase press releases promoting the PCT from 28 in 2006; 40 in 2007 to 200 in 2008.</p> <p><u>Press coverage</u> To achieve 3000 press articles in local, national and professional media in 2008</p> <p>To achieve at least 500 press articles promoting the PCT in 2008</p> <p>To maintain 80 per cent positive or neutral press coverage (by press items) for council and PCT in 2008</p> <p><u>Press enquiries</u> To respond to at least 90 per cent of press enquiries to deadline</p> <p><u>24-hour press office</u> To develop a 24-hour virtual press office service using the web site (joint funding provided)</p> <p><u>Press coverage record</u> To maintain a weekly record of press coverage affecting the council and the primary care trust (available to all staff)</p> <p><u>Recording media coverage</u> To maintain focus on copyright issues for newspaper cuttings and investigate further cost reductions – building on reductions in 2007</p>	<p>To promote through the media a positive understanding among all of our diverse communities in:</p> <ol style="list-style-type: none"> 1. The range of local public services and how to access them, 2. The local democratic process and how to engage in it, and 3. The progress and performance of new partnership working in meeting the vision and priorities for the county <p>To ensure the media receive a fast and response service</p> <p>To improve media access to press and publicity officers and material</p> <p>To keep managers and employees aware of press comment on services and how they might be improved</p> <p>To minimise expenditure on maintaining copyright</p>	<p>Press and publicity officers</p> <p>Press and publicity officer (health)</p> <p>Press and publicity officers</p> <p>Press and publicity officers</p> <p>Senior press and publicity officer</p> <p>Communications assistant</p> <p>Communications assistant</p>	<p>2008/09</p> <p>2008/09</p> <p>2008/09</p> <p>June 08</p> <p>Jan 08</p> <p>May 08</p>
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<p><u>Press headed paper</u> To implement a common format design - with the council and primary care trust logos and communications unit contact numbers</p> <p><u>Media training</u> To facilitate press and broadcast media training for the cabinet; joint management team; and designated spokespeople in 2008</p>	<p>To demonstrate close partnership working</p> <p>To provide the media with trained and effective media spokespeople</p>	<p>Design and brand managers</p> <p>Senior press and publicity officer</p>	<p>Apr 08</p> <p>July 08</p>
<p>Communications with residents and service users</p> <p><u>Residents' publication</u> To evaluate residents' publication – Herefordshire Matters – and redesign with new content to promote health and public services</p> <p>To produce six issues per year on time, to quality and to budget</p> <p>To produce a media pack designed to attract increased advertising income from partner organisations</p> <p>Maintain advertising fee income of £20,000 per annum</p>	<p>To promote regularly and directly to all residents in Herefordshire information on public services and how to access them, and to keep them informed on public service decisions that affect them</p>	<p>Senior press and publicity officer</p> <p>Design and brand manager</p> <p>Senior press and publicity officer</p>	<p>Apr 08</p> <p>2008/09</p> <p>Jun 08</p> <p>2008/09</p>
<p>Electronic communications</p> <p><u>Integrated web site and intranet design and content</u> To recruit a web-content developer to implement integration of council and PCT front portal to web sites and improve and integrate intranet structures and content. Job description to be agreed and recruitment undertaken.</p> <p><u>Daily electronic news</u> To create a dynamic, news orientated web site for the council and the primary care trust that rewards frequent and return visitors</p>	<p>To achieve integration and provide return on investment in web and intranet services.</p> <p>To build a web presence to promote and signpost new integrated approach (aiding recruitment and national recognition).</p>	<p>Head of communications</p> <p>Web content developer</p>	<p>May 08</p> <p>Sept 08</p>

<p><u>Integrated web site</u> To upgrade and revise the special consultation web site - established with links from the home pages of both the PCT and council web sites – as a common portal for both organisations</p>	To promote public services and how to access them	Web content developer	Jan 09
<p>Schools</p> <p><u>Communications and schools</u> To further develop a proactive and positive communications framework with schools that adds value and confidence to the relationship.</p> <p><u>Schools Online</u> To produce a weekly electronic information service for schools</p> <p><u>Media support for schools</u> The communications unit to support schools with press releases and advice on how to deal with negative publicity</p> <p><u>Media tool kit</u> To create a media tool kit to support schools' increasing their own positive profile in the local press.</p>	<p>To build recognised communications support for schools</p> <p>To channel relevant information for schools and avoid unnecessary 'clutter'</p> <p>To provide the tools for all schools to promote themselves effectively to their communities and potential pupils</p> <p>As above</p>	<p>Press and publicity officer (children's services)</p> <p>As above</p> <p>As above</p>	<p>Jan 08</p> <p>Feb 08</p> <p>Jan 08</p> <p>Jun 08</p>

<p>Reputation management</p> <p><u>Reputation management strategy</u> To create and implement a comprehensive reputation management strategy for the council and the primary care trust – encompassing every aspect of public contact and communications</p> <p>To work with the research unit to determine reasons behind council low customer satisfaction rating</p> <p><u>Issues management</u> To develop a reputation/issues management framework geared to delivering the promise of Herefordshire Public Services.</p> <p><u>Awards strategy</u> To build reputation through the winning of national prestigious awards, the communications unit will manage corporately the production of consistently high quality award submissions for the council and the PCT</p> <p><u>Risk management</u> To manage communications and reputation risk and issues as part of the over process for risk management within Herefordshire’s public services. This will be subject to continuous monitoring throughout the year.</p> <p><u>Crisis management</u> Upgrade crisis communications systems, planning and managing high profile or high-risk events, incidents and emergencies.</p>	<p>To improve customer satisfaction for the council by five percentage points this year and similar for the PCT next year</p> <p>As above</p> <p>To ensure the partnership manages reputation issues more effectively</p> <p>To achieve recognition for the council and the primary care trust nationally</p> <p>To manage reputation risk for the partnership</p> <p>To ensure council and PCT have an effective and integrated system for media management during a major incident</p>	<p>Head of communications</p> <p>Head of communications</p> <p>Head of communications</p> <p>Head of communications</p> <p>Head of communications</p> <p>Head of communications</p>	<p>May 08</p> <p>Jun 08</p> <p>Jun 08</p> <p>May 08</p> <p>June 08</p>
<p>Government relations</p> <p><u>Framework and strategy</u> To create a government relation’s framework and strategy, a stream of which will be to promote a ‘fair deal for Herefordshire’.</p>	<p>To help to increase levels of government funding in locally provided services.</p>	<p>Head of communications</p>	<p>July 08</p>

<p>Brand and corporate identity</p> <p><u>Principles for arriving a brand name and visual identity</u> To set principles for agreeing a public services brand name and visual identity agreed, building on existing brand equity.</p> <p><u>Description</u> To agree a replacement for the previous descriptor (public service trust) that reflects closer partnership working more accurately</p> <p><u>Promotional order</u> The council and the primary care trust are equal partners – and are referred to together, using the neutral convention of alphabetical order.</p> <p><u>Brand</u> To develop longer term proposals for the brand name and visual identity, together with interim solution</p> <p><u>House style and plain language</u> To produce and agree a common house style for use by the council and the primary care trust, together with a plain language policy that addresses traditional areas of jargon in health and other public services.</p> <p><u>Publications guidelines</u> To produce guidelines for the production of professional and accessible publications</p>	<p>To set the scene for considerations in the longer term of council and PCT branding</p> <p>To agree a single term to represent the new working between council and PCT</p> <p>To agree a consistent approach to describing the equal partnership</p> <p>To agree brand name and visual identity</p> <p>To ensure that the council and the PCT has:</p> <ul style="list-style-type: none"> • Consistent guidelines for grammar and style in the written word; • An emphasis on use of plain language • Professional and easy to understand publications and other literature • A cost effective approach to decisions on grammar and style • Clear advice on terminology on diversity 	<p>Head of communications</p> <p>Design and brand manager</p> <p>Head of communications</p> <p>Design and brand manager</p> <p>Head of communications and design and brand manager</p> <p>As above</p>	<p>Jan 08</p> <p>Jun 08</p> <p>Jun 08</p> <p>Sep 08</p> <p>Jun 08</p> <p>Jun 08</p>
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