

A G E N D A

Health Scrutiny Committee

Date: **Thursday, 28th June, 2007**

Time: **10.30 a.m.**

Place: **The Council Chamber,
Brockington, 35 Hafod Road,
Hereford**

Notes: Please note the **time, date** and **venue** of
the meeting.

For any further information please contact:

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Health Scrutiny Committee

To: Councillor K Swinburne (Chairman)
Councillor *SPA Daniels (Vice-Chairman)

Councillors WU Attfield, MJ Fishley, AE Gray, DW Greenow, KS Guthrie,
P Jones CBE, G Lucas, GA Powell, AP Taylor and PJ Watts

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. NAMED SUBSTITUTES (IF ANY) To receive details of any Member nominated to attend the meeting in place of a Member of the Committee.	
3. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this agenda.	
4. MINUTES To approve and sign the Minutes of the meeting held on 30 March 2007.	1 - 4
5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
6. PRESENTATIONS ON BEHALF OF THE HEREFORDSHIRE PRIMARY CARE TRUST, THE HEREFORD HOSPITALS NHS TRUST AND THE WEST MIDLANDS REGIONAL AMBULANCE NHS TRUST To consider the issues and challenges facing the Trusts.	
7. PUBLIC SERVICE TRUST FOR HEREFORDSHIRE (REPORT ENCLOSED SEPARATELY) To consider an update on the development of Public Service Trust arrangements for Herefordshire.	

Report for Agenda item 7 - Public Service Trust

This report was enclosed separately with the agenda papers. Due to technical reasons we are unable to publish the document "The future of public services in Herefordshire" on this web site. Please see PST consultation web site or contact the officer on the front of the agenda for a copy.

8. WORK PROGRAMME

To consider the Committee's work programme.

5 - 12

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

PUBLIC INFORMATION

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You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

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You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

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(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Health Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday, 30th March, 2007 at 2.00 p.m.

Present: Councillor W.J.S. Thomas (Chairman)
Councillor TM James (Vice-Chairman)

Councillors: WU Attfield, G.W. Davis, P Jones CBE, G Lucas, R Mills, GA Powell and JB Williams

In attendance: Councillor WLS Bowen. Mr J. Wilkinson and Mrs A. Stoakes, Chairman and Vice-Chairmen of the Primary Care Trust Patient and Public Involvement Forum were also present.

103. APOLOGIES FOR ABSENCE

Apologies were received from Councillor J.G. Jarvis.

104. NAMED SUBSTITUTES

There were no named substitutes.

105. DECLARATIONS OF INTEREST

There were no declarations of interest.

106. MINUTES

RESOLVED: That the Minutes of the meeting held on 15th March, 2007 be confirmed as a correct record and signed by the Chairman.

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

There were no suggestions from members of the public.

108. PUBLIC SERVICE TRUST

The Committee considered an update on the development of a Public Service Trust for Herefordshire.

Mr Russell B. Hamilton, Project Director for the Public Service Trust (PST) development presented his report. He reminded the Committee of the background to the development of the PST and the key aims of the project. He then commented on the establishment of a Steering Group to oversee the project, the establishment of 8 working groups and progress to date. He noted that all of the working groups had identified areas where early progress could be made and this was already having a beneficial effect. The intention was that a public consultation exercise on the formation of a PST would begin in the spring/summer.

The Director of Adult and Community Services commented on the groundbreaking nature of the project and the work being carried out to ensure that key questions relating to the successful delivery of the project were addressed. The project promised significant efficiencies and benefits for the public.

In the course of discussion the following principal points were made:

- That the Primary Care Trust would need to conduct a public consultation exercise on the arrangements for carrying out its commissioning role.
- The Communications and Consultation Strategy, a draft of which had been circulated separately, forming appendix 3 to the report, was discussed. It was acknowledged that there would be a need to tailor the presentation of information to the various audiences it needed to reach. It was confirmed that this was in hand.
- Mr Hamilton commented on arrangements to identify and record the desired benefits of the project so that progress towards realising them could be tracked to ensure that they materialised.
- That it was essential that the project was explained clearly to the public so that they could understand the proposal. In reply it was stated that the need for this to happen was understood and if there was a need for further clarity this should become evident during the consultation exercise.
- It was suggested that mechanisms should be put in place to audit whether or not the public did understand the issues. It was noted that there were a number of existing Groups who performed this type of role for the Primary Care Trust and the Council who could be engaged in this process.
- The Hospital Trust had found in its recent, much less complex, consultation on its proposed application for Foundation Trust status that misunderstanding could easily arise. Clear communication of the PST proposal was therefore essential.
- Mr Hamilton assured the Committee that the key messages would be tested out before commencing the consultation exercise. Feedback would also be sought throughout the process.

The Committee noted the position.

109. HEREFORD HOSPITALS NHS TRUST - WORKFORCE REPORT

The Committee considered a report from the Hereford Hospitals NHS Trust on plans to generate savings through staff reductions.

Mr Martin Woodford, Chief Executive of the Trust, presented the report. He explained that the financial objective for 2007/08 was to achieve a balanced budget on a sustained, recurring basis. This would require savings of £3.2m. In recent years financial balance had been achieved through a series of one-off measures. Expenditure on staff represented some 60% of the budget. To consolidate the financial position therefore required reductions in the staffing base. Of the £3.2m saving required it was thought that about £1.9m could be delivered through changes to working practice with £1.3m to be met by the reductions in the staffing base which it was now thought would equate to fewer posts than the estimate of 75 quoted in his report.

The Trust had held discussions with the Unions and there was broad agreement with most of the Trust's approach. All Staff had been asked whether they would be willing to take voluntary redundancy or voluntary early retirement. There had been 160 expressions of interest. The Trust was evaluating these to assess whom the Trust could afford to release from both a financial and operational perspective. It was hoped that compulsory redundancies could be avoided and that this would be a one-off exercise that would not need to be repeated.

An assurance was sought that the level of staff reductions proposed would not lead to a diminution in service. Mr Woodford replied that the intention was to ensure that the level of service was sustained and improved and that frontline services would not be diminished. He noted that the Trust had signed up to reducing waiting times from when a GP referred a patient for treatment to the start of treatment to 18 weeks by December 2007, a year ahead of the national target. The Chairman of the Trust added that the process reflected work across the Country to review the need for certain posts and working practices. She was satisfied that the process was being carefully managed.

110. PROVISION OF EAR, NOSE AND THROAT SERVICES

The Committee received an update on the operation of the arrangements for the provision of Ear, Nose and Throat Services.

Mr Martin Woodford, Chief Executive of the Hereford Hospitals NHS Trust, presented the report which commented on developments since the last update to the Committee in June 2005. He drew attention to a number of specific incidents described in the report where there had been some complications and the modifications to procedures which had been made as a result. In short he considered that the changes to the service had been positive.

Mr John Deutsch, the Trust's Care Group Director, commented that whilst the incidents described in the report had led to policies being revisited these were on the whole well understood and had proven robust in practice. The changes made had gone to plan and had been beneficial, leading to the service's development.

The Committee noted the update.

111. ANNUAL HEALTH CHECK

The Committee considered the preparation of the Committee's commentaries on health bodies in Herefordshire as part of the Healthcare Commission's Annual Health Check process.

A presentation was made on behalf of the Primary Care Trust (PCT) explaining the Health Check process. In the subsequent discussion it was reported that the PCT was compliant in 23 of the 24 prescribed Standards. The Standard with which it was not compliant was C9 relating to the management of records, although the Committee was assured that there had not been any significant lapses. An action plan was in place which would lead to compliance with the Standard although this would not be achieved in time for next year's 2007/08 submission. The rating on public health was also only fair.

A presentation was also given on behalf of the Hereford Hospitals NHS Trust, again summarising the process but also commenting on issues arising from the declaration on compliance with the prescribed Standards. It was reported that there were three areas where there was insufficient evidence to declare compliance with the prescribed Standards: C7 embedding risk management, C11 relating to human

resources management and C16 relating to the provision of information to patients. It was noted that the Trust saw the Health Check as something that added value leading to quality improvement.

Mr Woodford, Chief Executive of the Hospitals Trust, commented that the demands of this year's assessments were higher than in the previous year. There were a number of issues the Trust faced, some of which could be addressed relatively quickly. He drew attention to the following matters: the need to ensure IT was in place to support the aim of reducing waiting times from when a GP referred a patient for treatment to the start of treatment to 18 weeks; the need to keep car parking arrangements under review; and the need for further improvement in infection control, noting the importance of ensuring public confidence.

The Chairman of the Hospitals Trust said that the Health Check system was fairer and more constructive than the former star rating system. The Trust's record demonstrated improvement.

The Chairman thanked the Chairman of the Hospitals Trust Board, who was coming to the end of her term of office, and congratulated the Board on its achievements.

RESOLVED: That the Director of Adult and Community Services be authorised to finalise the Annual Health Check commentaries for transmission to the Trusts taking account of the Committee's comments, following consultation with the Chairman of the Committee.

112. THE LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH BILL

The Committee received a report on the provisions of the Local Government and Public Involvement in Health Bill, noting in particular the introduction and development of Local Involvement Networks (LINKs) replacing the existing Public and Patient Involvement Forums (PPIFs).

The wish of the existing PPIF members to be involved in helping to develop new arrangements was noted.

It was decided that the Committee would not at this stage visit one of the early adopter sites experimenting with the development of LINKs.

113. SUMMARY OF ACTION IN RESPONSE TO SCRUTINY COMMITTEE RECOMMENDATIONS

The Committee considered a report on progress against recommendations made by the Committee.

RESOLVED: That the report be noted.

The meeting ended at 4.00 p.m.

CHAIRMAN

PUBLIC SERVICE TRUST FOR HEREFORDSHIRE**Report By: Project Director, Herefordshire Public Service Trust****Wards Affected**

County-wide.

Purpose

1. To consider an update on the development of Public Service Trust arrangements for Herefordshire.

Key Decision

2. This is not a key decision.

Financial Implications

3. As reported previously there are financial implications that are being assessed as part of the overall project.
4. Both parties are committed to undertaking due diligence as part of the process of understanding the financial stability of each other and the prospective Public Service Trust. The Corporate Resources, Finance and ICT Working Group have initiated this work at the request of the Steering Group. The initial due diligence assessment will include the Council and Primary Care Trust and will be carried out by the Audit Commission. In addition to this the Council and Primary Care Trust will commission their own independent due diligence in order to satisfy their own governance arrangements. The full range of material resulting from this will be available to both the Cabinet and PCT Board when considering a recommendation regarding the way forward following the public consultation.

Background

5. This report has been prepared to update members of the Health Scrutiny Committee. It does not form part of the public consultation process as separate arrangements have been made for that later on in the process. This will enable members to have the benefit of feedback from people earlier in the process to aid their discussions and formal response at the end of July.
6. Members will be aware of the background to the proposal to develop a Public Service Trust for Herefordshire from previous reports.
7. Members will also be aware of the project structure and arrangements from the report to the Health Scrutiny Committee meeting on 30th March 2007. The Steering

Further information on the subject of this report is available from
Russell B. Hamilton, Project Director, Herefordshire Public Service Trust (01432) 383515

Group and Working groups have continued to meet on a regular basis to develop the proposal in accordance with the Project Initiation document (enclosed with report dated 30th March 2007) previously agreed by the Cabinet and PCT Board.

As a consequence of this the public consultation was launched on 12th June 2007 and will run until 31st July 2007. Although there was no statutory requirement to consult both organisations believed that it was intrinsically the right thing to do. Whilst the original proposal had been to consult for twelve weeks this was later reduced to seven by mutual agreement as the Strategic Health Authority (SHA) instructed that the PCT should no longer be consulting on proposals for its provider services as originally planned pending potential further guidance from the Department of Health later in the year. The result of this simplified the process and enabled the Public Service Trust to become the sole focus of the consultation process. A copy of the consultation document is attached. (Appendix 1).

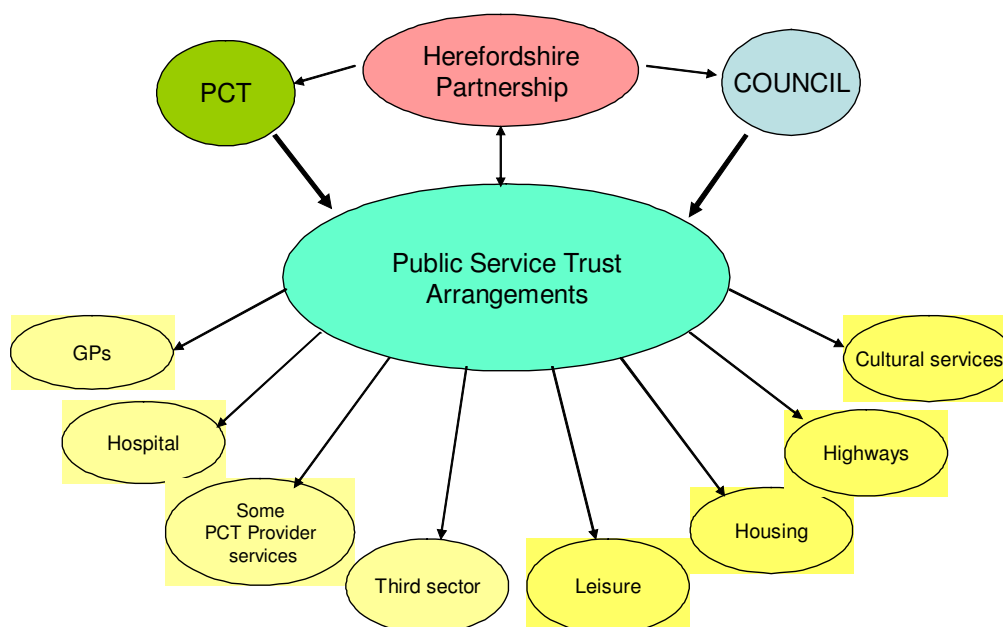
8. The PST Steering Group has agreed a comprehensive communications strategy (Appendix 2) that underpins the project and consultation process in detail. Significant work was done as a result of this to raise awareness of the project in advance of the public consultation. A wide range of opportunities have been created for people in Herefordshire to engage in and contribute to the consultation. This includes publication of the full proposal, a summary document, a dedicated website (www.publicservicetrust.info), links from both the Council and PCT websites, the publication of FAQ's and a series of events throughout Herefordshire when both staff and members of the community can hear about and discuss the proposals with those directly involved in the work. In addition to this there have been briefings for the local press, key stakeholders and ad hoc publications or information e.g. members newsletter.
9. In addition to this the Steering Group has paid particular recognition to the importance of developing a prospective Public Service Trust in partnership with the Third (voluntary) sector whom it recognises has a vital and significant role to play in public services for people in Herefordshire.
10. The consultation document sets out the proposed framework for public services in Herefordshire in the context of earlier work as an evolutionary process that would ensure that the Council and Primary Care Trust could:
 - Plan and commission a range of excellent and integrated public services, which would be designed around the needs and expectations of individual customers and patients;
 - Provide better value for money for taxpayers, achieving savings on management costs via a single management structure;
 - Safeguard and enhance local public services in Herefordshire for people in Herefordshire.
11. This would be done under the existing umbrella for developing partnership arrangements namely Section 75 of the National Health Service Act 2006 (previously Section 31 of the Health Act 1999). These arrangements have been developed for

Further information on the subject of this report is available from
Russell B. Hamilton, Project Director, Herefordshire Public Service Trust (01432) 383515

the purpose of enabling NHS Bodies and Councils the flexibility to work together in developing co-ordinated services.

12. It is important to note that within the framework that this provides that the Public Service Trust would not be a legal entity but an innovative partnership that makes new and maximum use of existing legal powers for NHS bodies and Councils to work together in designing and commissioning improved services for local people. It would help overcome organisational boundaries and achieve a fundamental shift in thinking from a National Health Service that has traditionally addressed ill-health first and promotes well-being to one that places health and well-being first and addresses ill-health to the highest possible standard when required.
13. The following diagram shows how the PST would relate to the statutory bodies namely the Council and PCT.

Public Service Trust Arrangements



14. The above proposal recognises that there is currently no national legal framework to allow Councils and Primary Care Trusts to form a single legal entity. However in the future the aspiration is to work with government in effecting further flexibility and changes in legislation that would enable the development of the Public Service Trust as a legal entity and a single employer in its own right. This would offer staff a clear career structure, develop experience in truly integrated commissioning of services and would attract further high-calibre staff to Herefordshire who are interested in

Further information on the subject of this report is available from
Russell B. Hamilton, Project Director, Herefordshire Public Service Trust (01432) 383515

working for a leading edge organisation, which will in turn enhance outcomes in public service for local people.

15. The PST Steering Group envisage a formal recommendation regarding the way forward based on the combination of the result of the public consultation and the detailed work being undertaken and being made to the Cabinet and PCT Board at the beginning of September
16. Depending on the outcome of this process the timetable could see 'shadow' Public Service Trust arrangements in place by October / November and fully operational from the beginning in April 2008.
17. It is already apparent that both the Council and Primary Care Trust are benefiting from the closer working relationships that are developing as a result of this work. There are many areas that would benefit from an integrated approach to public services through a Public Service Trust for Herefordshire.

Risk Management

18. The Integrated Governance Working Group has produced a risk register on behalf of the Steering Group. The Risk Register identifies the "top" risks for the proposed PST as identified by both the Council and Primary Care Trust. The Risk Register is reported through existing mechanisms and focuses on risks relating to the respective partners arising from the PST development. This Risk Register is reviewed at each meeting of the Steering Group.

Consultees

19. A wide range of stakeholders have been engaged in the process in accordance with the Herefordshire Public Service Trust Communications and Consultation Strategy. The consultation is viewed as a two-way process and consultees are actively encouraged to comment on the proposal. This can be done in a variety of ways including feedback forms at the back of the consultation and summary documents, via a FREEPOST address, online via www.publicservicetrust.info, by email to consultation@herefordpct.nhs.uk or in writing to the Project Officer.
20. Anyone requiring help understanding the consultation document or needing it in other format or language can obtain this by contacting the Project Officer.

RECOMMENDATION

THAT the Committee notes progress and the next steps in relation to the establishment a Public Service Trust for Herefordshire.

Background Papers

- Scoping Report – Public Service Trust – Herefordshire produced by Alan Curless & Associates Ltd
- Decision of Cabinet on 26 October 2006.
- Report to the Health Scrutiny Committee – 30 March 2007.

Further information on the subject of this report is available from
Russell B. Hamilton, Project Director, Herefordshire Public Service Trust (01432) 383515

Herefordshire Public Service Trust

Communications and consultation strategy

(Version 7: 6 June 2007)

Contents

Objectives	Page 02
Standard description	Page 03
Vision and values	Page 04
Brand name and visual identity	Page 05
Audiences and stakeholders	Page 06
Principles for engagement	Page 07
Audit of communication and consultation channels	Page 08
Proposal for shared online working	Page 13
Draft consultation programme	Page 14
Action plan	Page 19
Risk assessment	Page 34
Evaluation	Page 35

Objectives

1. To achieve among all stakeholders, a high level of awareness and understanding of the vision and the benefits to be secured by the creation of the new partnership, we are calling a public service trust, for Herefordshire.
2. To deliver a high quality consultation programme that:
 - Ensures among key stakeholders the greatest possible awareness and understanding of the proposals
 - Engages all of the key stakeholders of Herefordshire, particularly the public, patients, clinicians and carers, effectively and fairly in line with best practice
 - Seeks the views of all the local and diverse communities of Herefordshire
 - Determines whether the proposals for the public service trust arrangements have stakeholder support
3. To engage stakeholders in determining the values, culture and behaviours required for the new public service trust arrangements to be able to achieve a broad range of improved and efficient quality services.

Standard description

What is the proposed public service trust?

There are proposals that the planning and purchasing functions of Herefordshire Primary Care Trust and Herefordshire Council could be brought together to create a new and unique partnership – referred to as a public service trust.

Why is Herefordshire proposing this?

To create a leading, joint commissioning partnership with three key aims:

1. To plan and purchase wide range of excellent and integrated public services designed around the needs and expectations of individual customers and patients.
2. To provide better value for money for taxpayers, with savings on management costs as the public service trust arrangements move to a single management structure.
3. To safeguard and enhance local health and public services in Herefordshire.

What has prompted the idea?

The impetus for this proposal came in May last year after the Government looked at reorganising primary care trusts. Although the Government announced that there would continue to be a separate primary care trust for Herefordshire, it is recognised that the proposal to establish enhanced partnership arrangements could be beneficial. Services could be developed and safeguarded within the county if the workings of the primary care trust and the council were brought closer together.

How will the three aims be achieved?

Excellent services would be jointly commissioned to support total well-being, prosperity and quality of life for Herefordshire - integrating health, education, social care, public safety, regeneration, environment, transport and leisure services around the needs of individual customers and patients.

Potential benefits include the reduction of inequalities, healthier lifestyles, greater independence for older people and vulnerable adults and more independence and choice for children and young people to improve their opportunities in life.

A single management structure would streamline how decisions are made, and achieve better value for money as well as focusing resources on the areas of greatest need.

Safeguarding services in Herefordshire would be assured if the primary care trust and the council joined together. Both have a strong track record of working in partnership. Herefordshire Primary Care Trust is one of the best-performing trusts in the West Midlands. Herefordshire Council is rated a 'three star' council by government inspectors. The new partnership would have a combined budget of around half a billion pounds.

Standard description (additional information for employees)

What is included in the proposals?

The proposals include the commissioning and regulatory functions and the associated staff of Herefordshire Council, together with staff in the Primary Care Trust who are involved in public health, performance management and commissioning health related services, alongside GPs who also commission health services for their patients.

What is not included in the proposals?

The community hospitals, community and mental health services currently provided by the Primary Care Trust, including those community services provided in the patient's own home, would stay accountable to the Primary Care Trust in the short term, which would remain as the responsible statutory organisation. But as national guidance giving future direction for the provision of community health services is developed, the management arrangements for those services could be reviewed

Where would the Public Service Trust be based?

The Public Service Trust arrangements would be firmly focused and based in Herefordshire to support patients and customers in gaining greater control for their own wellbeing, prosperity and quality of life countywide. The aim is to safeguard and enhance a wide range of local public services in Herefordshire.

When could it happen?

A major consultation programme is planned in Herefordshire in the spring/summer this year. This will involve discussions with key stakeholders such as the employees, patients, customers, partner organisations and the voluntary sector.

Depending on the results of the consultation, we could see 'shadow' Public Service Trust arrangements being put in place before the end of 2007 but becoming fully operational from April 2008.

What could this mean for employees?

The creation of new public service trust arrangements would enhance Herefordshire's reputation for innovation and leading edge public services.

It would also increase our ability to retain and attract high calibre public servants and to build a reputation for developing high quality public servants for the future.

Many employees of the council and the primary care trust are also members of the Herefordshire community and would therefore benefit from better services.

The council and the primary care trust are communicating the overall picture and plans. However, the in-depth work that will result in more detailed information is underway and is being carried out by several working groups, which were set up in February under the guidance of the steering group.

This work encompasses human resources, change management, clinical and corporate governance, communication and consultation, customer and patient services, resources and finance, planning, commissioning, performance management, public health and health improvement and environment services.

Vision

The vision is that the new Public Service Trust arrangements would support and improve the health, wellbeing and prosperity of Herefordshire people, and would make public services more responsive to the needs of individuals with resultant better outcomes.

It would do this by bringing together financial resources and the planning and commissioning of a wide range of relevant public services. It would have a broad, inclusive vision to encourage, value and incorporate the contribution of other partners, such as the voluntary (third) sector, so harnessing all the talents, perspectives and information available in order to commission the highest quality services for individuals and for communities.

The vision for the new organisation supports the established vision for the county agreed by the Herefordshire Partnership, which is:

“Herefordshire will be a place where people, organisations and businesses working together within an outstanding natural environment will bring about sustainable prosperity and well-being for all”.

Values

The council's core values can be encapsulated in a simple one-line statement:

Service with integrity, equity and empathy

The existing values of the primary care trust are also concerned with service delivery:

Service centred on patient and carer needs, with openness, integrity, and respecting individuals' privacy and dignity. The primary care trust will also promote team working and involvement.

The council is working on a comprehensive range of behaviours that link to employee competencies and reinforce the value set.

However, at this stage in the creation of the public service trust arrangements it is recommended that moves to agree a common core value set, in order to achieve a single culture organisation, should for practical reasons come later in the communication and consultation process.

Brand name

When determining a brand name for the new public service trust arrangements, it is recommended that the brand name:

- 1 Should contain 'the deliverable' for joint commissioning, which is about achieving the provision of quality public services more efficiently within Herefordshire to the people of Herefordshire.
- 2 Should be accessible, easy to write and pronounce.
- 3 Should differentiate the public service trust brand from any other similar service available in the marketplace.
- 4 Should encompass a simple brand structure retaining existing brand equity for the PCT and the council.
- 5 Should not be abstract as this would mean that promoting an understanding of the connection between the abstract name and concrete services which would be very expensive and time consuming.
- 6 Should not promise more than it can realistically deliver and nor should it limit the future expansion of the public service trust arrangements.

The creation of the brand name is an important step in promoting the public service trust concept internally and externally.

Visual identity

The visual identity for the brand is more than just the logo - it is the application of a consistent and coherent set of design properties and values across a wide range of applications. Considerations to be addressed:

- Brand values
- Logo
- Corporate colours and secondary colour palette
- Corporate typeface
- Current brand structure and exceptions to the brand
- Service descriptors
- Applications:
 - Business stationery (letters, compliment slips, business cards)
 - Badges and identity cards
 - Forms
 - Signage
 - Literature (flyers, leaflets, brochures, reports and posters)
 - Power point
 - Newsletters
 - Web site and intranet
 - Advertisements (including recruitment)
 - Livery/Uniforms
 - Use of coat of arms and civic identity
 - Co-branding (working in partnership)
 - House style (guidelines for the written word)
 - Style guide or corporate identity manual
 - Suppliers (print, signage, uniforms and so on)
 - Implementation (replacing material as needed to control costs)
- Copyright
- Budget

See Separate Branding Paper

Stakeholders

The creation of new public service trust arrangements could potentially affect every employee and every resident to varying degrees. Below, stakeholders for the primary care trust and the council are structured and positioned according to their relative influence over or interest in the project. This helps to prioritise these audiences and identify appropriate channels for them.

<p>High influence – low interest</p> <p>National press National trade unions MP's Chamber of Commerce Business Link (West Mercia)</p>	<p>High influence – high interest</p> <p>Council cabinet and non-executive directors of the PCT Chief executives of the council and the PCT Directors of the council and the PCT PPI Forum (Sarah Epps) Scrutiny function of the council Professional press for local government and clinical practice Department of Health Government Office West Midlands Strategic Health Authority Department of Communities and Local Government Key clinical practitioner and representatives (Dr Ian Tait) GP surgeries Helen Horton (The Alliance) Voluntary Sector Assembly & Voluntary Sector (see Appendix below) Local trade union representatives Local press Diocese of Herefordshire Herefordshire Hospital NHS Trust Local Medical Committee Local Pharmaceutical Committee Local Optometry Committee Local Dental Committee MIND, MENCAP Key managers School heads Mortimer House Herefordshire Community Safety and Drugs Partnership HALC</p>
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Low interest – low influence

MEP's
Police
Citizens' advice bureau
Sports England
Probation
Youth offending team

Appendix

Voluntary and community groups/clubs
(high interest and high influence)

Amputee Support Group (Jenny Kettle)
Herefordshire Stroke Club (Sue Rennie)
Ledbury Stroke Club (Reg Phillips)
Ross-on-Wye Stroke Club (Jean Wagstaff)
Lee Sykes National Centre for Cerebral Palsy
National Council of Women of Great Britain (Mrs B Archer)
Hereford Branch ARC (Arthritis Research Campaign?) Mrs J Evans
Muscular Dystrophy Campaign (Mrs W Williams)
Hereford and District Multiple Sclerosis Society (Dr. M Pitt)
Hereford ME & CFS FM Support Group
Age Concern (Bromyard, Ledbury, Ross-on-Wye)
Herefordshire Diabetes Support Group (Mr N Hamlin)
Hereford branch of Arthritis Care (My J Lawes)
Cordless Club (Mr T Woolard)
Civil Service Retirement Fellowship (Mr. P Barbary)
Parkinson's Disease Society (Mr M Canavan)
Hereford Tinnitus Group (Deaf Direct)
Motor Neurone Disease Association (Mrs Frances Whall)
PHAB Club (Mrs J Davies)
Herefordshire Branch of the Alzheimer's Society

High interest – low influence

Out of county surgeries
CD worker's forum
Ambulance trust
Herefordshire Headway
Hereford Association for the Blind
Herefordshire College for the Blind
Workmatch (Geoff Tunstall)
Traveller's health project users group
Youth council
People's union
Diversity groups
Herefordshire Housing
Plus 62 network members
Neighbouring trusts/councils (including Worcestershire)
Halo (Jon Argent)
Community First
Voluntary Action
Kindle
Centre for Independent Living
Ledbury Youth First
Homelessness forum
Voluntary and community group/clubs (Appendix)
ABLE
Dialysis unit
Cardiac rehab
Macmillan nurses
Jean Howard
Gaol St. Clinic
League of Friends
Disability action group
Herefordshire carer's support (action)

Extra effort required to ensure these groups are engaged and their views heard

Principles for engagement

The strategy should encompass four sets of principles in communicating and consulting on the project:

- 1 Content
Provide information in plain language, without jargon or acronyms.

Use positive language in order to provide all audiences with a clear vision of the benefits they will experience with the creation of the new arrangements.

Be clear about consultation objectives and do not attempt to project or gather more information than is necessary.
- 2 Context
Ensure information and consultation is 'audience centred' and as relevant as possible to the situation of each stakeholder group, using communication channels and consultation methods that are effective and preferred by each stakeholder group.

Ensure that those groups most affected by the proposals and changes are involved early so that their views may inform the consultation process and that they receive information about progress first – before they read about it in the press.

Take consultation to each stakeholder group as far as is possible (do not expect people to travel long distances to events and meetings).

Ensure involvement is accessible to everyone - considering issues of physical access, timing, location, language interpretation and how information is provided.

Use more than one involvement approach so that as many people as possible are involved in ways that they are comfortable with.

- 3 Leadership
Align and coordinate the actions and words of leaders, including senior managers in the primary care trust and the council, as well as the cabinet and non-executives, to ensure consistency and ownership of message and commitment to communicating clearly and regularly to internal and external audiences through appropriate communication channels, including the media.

Encourage leadership in key managers in the primary care trust and the council in taking responsibility for communicating and involving their teams and service users in line with the communications and consultation strategy.

- 4 Feedback
Each communication channel and consultation mechanism should include a feedback facility to ensure stakeholder views and ideas are listened to, incorporated and acted upon as appropriate.

Give prompt and accurate feedback to people who have taken part in engagement, as well as the wider community as appropriate.

Audit of communications and consultation channels and tools

There are a wide range of communications channels and tools available to the primary care trust and the council for use in informing and involving stakeholders. The following table outlines the channels used by each organisation, how they work, their frequency, the audiences they address and the benefits of using them to promote the creation of new public service trust arrangements.

Organisation	Channel	Audience	Activity	Frequency	Benefit
Council PCT	Media Press releases Press enquiries	All	Promotion of news through radio, television and print media nationally and locally Managing issues	Potential 24 hours	Better informed audiences Risk that some stakeholders – such as employees – could hear news from the press first
Council	Press watch	Employees Members	Press cuttings are updated regularly and available on request	Daily	Internalises in service areas responsibility for how council services are reported
Council	Herefordshire Matters	Citizens Members Employees	Update citizens on council services and decisions but can be available for primary care trust messages	Quarterly – next one due late May 2007	Promote better understanding of public services and how to access them
Council	Web site	Citizens Members Employees Partners Government	An key information and communication tool, available 24:7, for potentially a global audience	Daily	A promotional window for the council and the county
Council	Intranet	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	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	Citizens Business Partners	Canvassing of opinion face to face, by questionnaire or electronic consultation	To be determined	An overarching public service trust consultation 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	Service leaflets & publications	Citizens Members Employees Partners	Publishing information on council services and how to access them	Various	Promotes take up of services
Council	Reception areas	Visiting citizens, businesses, members, employees and other organisations	Reception staff interact with customers and site visitors	Various	Promote better understanding of council services and how to access them
Council	Council and community events	Citizens	A wide range of community events organised each year	Various	Potential for public service trust messages to be included in events
Council	Council tax leaflet	Citizens Members Employees	Leaflet explaining council tax expenditure, funding and council progress	Annually March 2007	Mailed out to every household – potential to include public service trust material in March 2008
Council	Report and Accounts (Full Report and Summary)	Accountants and auditors Citizens Members	Gives an annual review of council and partner 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
PCT	Annual report	Citizens	The PCT produces an annual report and accounts	Annual	A means of recording annual progress
Council	News & Views team briefing	Employees	Face to face discussion of developments – plus feedback management system Begins cascade first working day of each month	Monthly	Internal communication channel most favoured by staff – gives management an overview of staff concerns
PCT	Team brief	Employees	A 'central brief' conveying information of interest to most staff – content is added to at each level Face to fact discussion of developments Begins cascade fourth Wednesday of each month	Monthly	Detailed written briefing used by managers with their teams – the aim is to ensure all PCT staff are briefed within three working days of brief being issued
Council	First Press (Highlights)	Employees	Hard copy news leaflet delivered to employees with payslips. Only regular communication guaranteed to get to all employees	Monthly	Promotes awareness, understanding and support for council priorities.

Council	First Press (Online)	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 particular subjects as required and distributed with the central team brief and made available on the intranet	Ad hoc	Flexible approach that lends itself to one off newsletters communicating work on the public service trust
PCT	Newsletters	Clinical practitioners and other stakeholders	Newsletters produced from time to time for specific matters	Ad hoc	Flexible approach that lends itself to one off newsletters communicating work on the public service trust
PCT	Attachments to pay slips	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	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 benefit the council by their contribution as well as themselves in leadership development
Council	Leadership letters	Key managers	Occasional letter outlining important developments	Various	Direct and informative communication
Council PCT	Talking Point Talking Trust	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	Employees	Daily news service on the intranet home page	Daily	Council employees informed before they read it in the media
Council	AEMU	Employees Members	All email users list – new policy to ensure that urgent information is conveyed to all staff	As required	Can get a message to 70 per cent of council staff quickly
PCT	All staff emails	Employees	Systems in place to send information to all staff with access to the PCT network	As required	Can get a message quickly to those staff with an email account
Council	Service and staff directory	Employees Members	Helps individuals locate officers, their responsibilities and their position in structure	Daily	An essential directory for all council employees with access to the intranet

Council	Directorate and service area newsletters	Specific service teams	A variety of print and electronic newsletters are produced	Various	Promotes local understanding of service area priorities
Council	Communication update	Cabinet Directors Heads of Service Leadership Forum (key managers)	Update on press releases and coverage and upcoming communication projects A reporting tool for progress on communication	Weekly	Regular summary of communication work and issues – early warning system for forthcoming media coverage
Council	Corporate plan and operating plan	Citizens Employees Members	Promotes strategic direction and progress on priorities	Annually	Leads service planning and development
Council PCT	Notice boards	Employees	Distribution of information – promoting events to staff – these need a radical overhaul in the council PCT have systems keeping notice boards up to date	Various	Reminds staff of key programmes For the council a supporting rather than a key channel PCT boards are tightly managed
Council	Employee Opinion Survey	Employees	Surveys all employees on work issues	Annually	Information on staff morale and job satisfaction - benchmarking
Council PCT	Staff Induction	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	Employees	As part of their induction all new staff get a handbook which is updated regularly	Updated regularly	A communication channel to be used when the public service trust is created
Council	Staff review & development (SRD)	Employees	Annual or six monthly review and planning of performance & development	Six monthly	Links individual targets and performance to the service and corporate plan
Council PCT	Rumour	Employees Members Citizens Media	An unofficial and unmanaged communications channel which will proliferate if established and official communications channels are not used effectively and regularly	24 hour	The objective is to turn unsubstantiated comment into positive messages conveyed word of mouth
Council PCT	Word of mouth (via staff)	Citizens Partners	Word of mouth is one of the most 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 trust and the council

Council	Whistle blowing charter	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	The charter provides a means of exposing internally any form of wrongdoing, such as inappropriate treatment of children or adults, or discrimination, fraud and corruption.
Council	Freedom of Information	Media Citizens Stakeholders	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	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	Committee meetings	Citizens Members Partners	Council papers are also often processed for the press or picked up by them	Various	Promote better understanding of democratic process and how to engage in it
Council	Member induction	Newly elected members	Sets the scene for the profile of Herefordshire, key issues, ethics, policy framework, council services and structures.	Following local elections	Provides an early understanding of how local government operates in Herefordshire. Introduce new members to the public service trust concept
Council	Ward members	Citizens Business Partners	Two way liaison and consultation	Daily	Better informed audience – local intelligence on local issues – local leadership
Council	Executive members and cabinet	Citizens Business Partners Government Media	Leadership role in promoting strategic issues	Daily	Demonstrating community leadership and accountability
Council	Members newsletter	Members	Promotes to all members developments of interest	Monthly	Informs members about events or programmes of interest to members
Council	Service update	Members	Promotes to all members developments of interest	Quarterly	Informs members about council programmes in more detail
Council	Member working groups	Members	Members elect to progress key themes	Various	Potential public service trust profile building with members

Draft consultation programme

This sets out the principles and practicalities of, and a draft process for, consultation on the proposed creation of new public service trust arrangements for Herefordshire. It supports the values, principles and processes as identified by the communications, consultation, involvement and clinical engagement working group and those stated in the *Community and Patient Involvement Strategy* and references the proposed Herefordshire Partnership consultation protocol.

Principles and practicalities

The consultation takes into account the following principles:

1. The consultation will be timely
 - A consultation period of 12 weeks was initially proposed in line with the policy guidance on 'strengthening accountability - involving patients and the public' in Section 242 of the National Health Service Act 2006 and the wishes of the Strategic Health Authority.
 - The start of the consultation will be announced, with additional notification of individual events to allow for adequate preparation for participants
2. The consultation will be inclusive
 - The proposals and actions will be informed by the views and experiences of people who use or may use health and social care services in Herefordshire
 - Events will be promoted as using established and effective communication channels, proven to reach key stakeholders and 'seldom heard' groups.
 - Discussions at events will be 'captured' and presented and reported back to participants and citizens (using for example each organisations' web sites, including the council's 'Have your Say' section).
 - The working group proposes money is available to reimburse citizens to claim reasonable travel expenses in attending events (the primary care trust has a system set up to administer this).
 - Events will have trained independent facilitators to ensure an unbiased approach to the consultation
3. The consultation will be accessible
 - All events must take place in accessible buildings, using visual and audio aids appropriate to the audience
 - Events will have, where necessary, assistance to enable people with additional needs to fully participate (encourage people to let us know their requirements ahead of event)
 - The views of the council's diversity unit will be sought on the communication and consultation strategy

4. The consultation will be relevant:

- The consultation document will be drawn up to reflect the views of the steering group of content and timing (so that we are clear from the outset what options we are consulting on);

5. The consultation will use a variety of methods to ensure good participation and the working group proposes:

For employees of the primary care trust and the council, using tried and tested channels audited in the primary care trust and the council (see section on communication and consultation channels and tools):

- The respective team brief mechanisms will be co-ordinated across the two organisations using the same feedback monitoring and management approach to capture issues and concerns and respond to them
- An intranet-based discussion forum to allow for a frank and free exchange of views (may have to be moderated in line with recently agreed guidelines;
- A list of frequently asked questions - to be generated to assist face-to-face interaction and updated regularly (this will require coordination by one point of contact) and available on the intranet of both organisations
- Briefings for key managers – bringing together the council's 'leadership forum' and equivalent in the primary care trust
- A dedicated and regular management communication – online magazine – to keep key managers on the 'inside track' and engage them in building awareness and understanding among teams in the council and the primary care trust
- Co-ordinated pay slip distributions to all employees of both organisations (in the council's case utilising the proven *First Press* newsletter and online equivalent)
- A series of '*Talking Point/Talking Trust*' style events or road shows with the leader and/or chief executive of the council and chief executive/chairman of the primary care trust at particular points during the consultation period (with an option for a pre-consultation period session; also a joint event to introduce key managers from both organisations to the proposals)
- Regular updates on respective intranets, and the link promoted by email or similar to ensure everyone can access information of developments in the public service trust discussions
- The working group to discuss with the human resources and change management group the draft communication and consultation strategy and consider whether a dedicated resource will be made available to staff in both organisations to answer queries.

For public and stakeholder consultation

- A stakeholder analysis to be generated by both the primary care trust and the council to ensure comprehensive consultation
 - Appropriate methods will be chosen according to the needs of as many stakeholders and citizens as possible
 - A full document with detailed proposals for the new public service trust arrangements to be sent to key stakeholders as appropriate and available on request, as well as being viewable on both organisations' web sites (a full list of key stakeholders to be agreed)
 - Other stakeholders will receive either a summary and/or a letter alerting them to the consultation and ways of how to access the full document. A shortened version (no more than four pages of A4) to be sent out to all identified stakeholders and a list of key questions generated which we want to discuss with them
 - A consultation web site to be created, using appropriate software to enable stakeholders/citizens to access all documents online and make their views known via the site
 - A series of participative workshops, with short introductions by senior representatives of both organisations, in locations similar to those used for community forums to engage the public in the discussion and open to anyone interested (although we should encourage interested individuals/representatives of groups to pre-book and be prepared for larger numbers)
 - Herefordshire Matters – which goes to all households in the county – is available for promoting the consultation.
 - Reception areas and info shops will carry leaflets communicating the proposals and consultation
6. There will be timely, open and honest feedback with the primary care trust and the council to state clearly when feedback on consultation and/or other results will be made publicly available and how stakeholders can access information and progress reports

Consultation document - considerations

1. Introduction

The story so far, and the environment that has led to proposals for new partnership arrangements

2. What is the proposal

- To establish new arrangements that integrate the commissioning functions of the primary care trust and the council into a single, public service partnership to deliver excellent services in Herefordshire for the people of Herefordshire.
3. Why are we proposing new public service trust arrangements

To create a leading, joint commissioning partnership with three key aims:

- To plan and purchase wide range of excellent and integrated public services designed around the needs and expectations of individual customers and patients.
- To provide better value for money for taxpayers, with savings on management costs as the public service trust arrangements move to a single management structure.

- To safeguard and enhance local health and public services in Herefordshire.
4. How will it work:
 - To reflect and structure the final reports of the working groups
 5. Who will be affected and how
 - Improved customer focus – bringing together a “total well-being, prosperity and quality of life” solution that packages health, social care, public safety, regeneration, environment, housing, transport and leisure services around the needs of individual service users
 - Improve services through a single point of entry leading to individual plans and possible individual budgets
 - Enable people to have greater control of their own health
 - Enable and support health independence and well-being
 6. When would it happen?

The proposal is to have the new arrangements operational by April 2008, with all structures being put in place after the consultation period. A number of steps will have to be taken prior to this, and a new chief executive, being responsible for the running of the new organisation, to be appointed.

Communications: action plan

When	Audience	Objectives	Delivery – programme or channel	Who	Date complete
2006	Staff – council	To inform employees of emerging proposals for the creation of a public service trust	Team Brief – organisational changes update distributed monthly with the first specific reference to a public service trust being in June 2006. Verbal updates to management group as part of monthly briefing sessions	JM	From June 2006
	Staff - council		Talking point – the council's leader and chief executive discuss initial public service trust concept with employees in several offices across Herefordshire	NP/RP/KT	Done
	PCT		Talking trust – led by the PCT chief executive at main sites	JM/SH	Done
	MPs	To engage MPs in the proposals at an early stage	Briefing – local MPs (Bill Wiggin and Paul Keetch) briefed on the proposals for joint commissioning.	JN	Done
24 Jan	Third sector	To share proposals with the voluntary (third) sector	Briefing – the chair of the scrutiny committee given an overview of the proposals	RH	26 Jan
26 Jan	Members	To inform Overview and Scrutiny of proposals	Briefing – chair of The Alliance, representing the voluntary (third) sector, briefed on proposals for PST		Done
Jan	Staff - council	To inform employees of PST developments	News & Views – update to staff on proposals for a joint director of public health to be appointed	RB	Done
01 Feb	Staff – council	To inform employees of the creation of the steering group and work groups for the PST	News & Views – the council's team brief system – promotes the new PST steering group and outlines the areas that the new work groups will progress	RB	Through February
1 Feb	DoH	To engage government in the PST proposals	Briefing - Andy Burnham MP, Minister of State for Delivery and Quality, briefed on the concept	JN	1 Feb
05 Feb	Staff – council	To remind employees of discussions on PST with CE	Intranet report – a transcript of 'Talking Point' with CE and leader in which the PST was discussed with staff	KT/RB	05 Feb

16 Feb	Residents and local gov'tment	Responding to inevitable press enquiries with agreed statement	Media reports – press reports in mid Feb: Hereford Times (positive two-page article with quotes from two CE); Western Daily Press; MJ (positive front page on 'trailblazing bid' to make 'public sector history'), plus Children Now article.	RB	Mid-Feb
19 Feb	Managers - council	To build key managers' awareness of proposal	Leadership Forum – key managers briefed on the PST proposal by the chief executive and questions answered	NP	19 Feb
22 Feb	Staff – council	To inform staff of developments	First Press – the newsletter and online version informs council staff of news coverage, the setting up of the PST steering group and proposed public consultation	KT/RB RH	22 Feb
22 Feb	Cabinet	For consideration and debate	Cabinet report – to consider outcomes of detailed discussion between council and PCT directors on bringing together certain functions into a single new structure	RH	22 Feb
28 Feb	HHT	Keep a key stakeholder informed of process	Briefing – one of several updates to keep the chair and chief executive of Hereford Hospital Trust engaged	RH	28 Feb
Feb	Managers - council	To keep managers regularly informed on communications activity in support of PST	Communications update – a weekly report of council communications activity that goes to the leadership forum email list – includes press coverage on the PST	RB	Done
01 Mar	Staff – council	To feed back to employees the questions asked on PST during the October/November Talking Point sessions	News & Views – council staff informed that responses to over 100 questions, including those on the proposals for the PST, asked at 10 council locations, during the last round of Talking Points (with the leader and CE), posted on intranet.	KT/RB	01 Mar
19 Mar	Staff - PCT	To keep employees informed of developments	Email announcement – informing staff of PCT chief executive's new role	JM	19 Mar
23 Mar	Staff – PCT and council	To build employee awareness and understanding – by giving them information that affects them as available – ensuring they receive news before they read about it in the press	Public Service Trust Online – a new intranet channel – added to as required and of a consistent design and content across both organisations (published at least monthly) – will include basic guide to PST; guide to council and to PCT; frequently asked questions; news of interim recruitment arrangements and PCT chief executive announcement	JM/RB	26 Mar

23 Mar	Staff – council		First Press – a newsletter that goes out to all council employees with their payslips – it will contain a basic guide to the public service trust proposals from their perspective	KT/RB	23 Mar
23 Mar	Staff – council		First Press Online – the electronic and expanded version of the council newsletter – will carry a link to the new Public Service Trust Online publication		
23 Mar	Residents	To demonstrate increasingly close links between the PCT and the council	Web site – to include a link from the home page of the PCT web site to the council and from the council web site to the PCT	RD/FR/RB	23 Mar
26 Mar	Members - council	To provide all elected members with a snapshot of proposals for the public service trust	Members' Newsletter – the previously-approved basic guide to the PST to be included as a full page in the monthly newsletter that goes to all elected members	CC/RB	23 Mar
26 Mar	Press	To ensure key messages are communicated to citizens	Press release – to promote the scrutiny paper on the PST and reaffirm the key aims behind the proposals	RB/RH	29 Mar
27 Mar	Steering group	To complete final report of communications and consultation group (CCICE)	Final Report – to be submitted to the steering group together with final communication and consultation draft – full consultation document to be submitted in time for steering group meeting on 16 April	CCICE	27 Mar
27 Mar	Clinicians	To keep GPs and clinical practitioners informed of forthcoming consultation	Local Medical Committee (LMC) – opportunity for PCT CE to promote the concept of the PST and timetable for consultation to representatives of Herefordshire GPs	JT/SH	27 Mar
28 Mar	Staff - PCT	To ensure PCT staff get same messages as council staff	Team Brief – the same basic guide that went to council employees goes to PCT employees with the team brief	JM/RB	28 Mar
30 Mar	Scrutiny – council	To update and involve health scrutiny on consultation programmes for the PST	Health Scrutiny – report outlining progress and the consultation programme for the PST (papers distributed on 23 March and in the public domain)	RH	30 Mar

30 Mar	HHT	To update HHT on proposals	Briefing – HHT chief executive participated in overview and health presentations on PST proposals	RH	30 Mar
30 Mar	Residents	To compile meaningful mini case studies that illustrate the future benefits of a PST	Case studies – the PST work groups to compile and these will be used as illustrations in the consultation document set and in the PST pocket guide (to follow)	Work chairs/RB	29 Apr
30 Mar	SHA	To consult on the draft PST consultation documents and align with best practice	West Midlands South Strategic Health Authority – meeting to discuss Herefordshire's draft consultation documents and plan and the communications plan	SH	Apr
Mar	Managers – council and PCT	To keep managers regularly informed on communications activity in support of PST	Communications update – a weekly report of council communications activity that goes to the leadership forum email list – includes press coverage on the PST	RB	Done
30 Mar	Partners	To engage partner organisations in PST proposals	Herefordshire Partnership – the council's chief executive outlines the proposals for public service trust arrangements	NP	30 Mar
March	Staff – PCT and council	To involve trade unions and staff representatives of PST developments in the steering group and the work groups	Trade unions – representatives will be fully engaged as part of the human resources workgroup feeding into the PST steering group and key documents like the communication and consultation strategy and the consultation document will be assessed by union representatives	HR work group	Done
Apr	Staff – council	To promote an environment where staff can raise issues and have them responded to	News & Views – to promote the opportunity for staff to raise questions on the PCT and have them answered – feedback management system in place – news on consultation	RB	1 Apr
26 Apr	Staff Residents Partners	To equip managers to build awareness and understanding in their teams	PST Power Point Presentation – outlining the PST proposals and citizen benefits – to be used as part of the PST Leadership Programme and for external presentations	RH/RB	26 Apr
26 Apr	Managers – council and PCT	To encourage ownership of the PST opportunity among PCT and council key managers	PST Leadership Programme – be launched at the PST Leadership event on 26 April – includes key messages and communication tools to promote understanding	RH/JH/KT RB	26 Apr

25 Apr	Managers – council and PCT	To equip key managers with information and messages to take a leadership role in communicating the PST	Leadership – a new online magazine for the council's 'community of leaders' covering strategic matters that involve 150 key managers in a leadership role. This will include news on the PST to keep them on the 'inside track'	KT/RB	25 Apr
Apr	Steering group	PST steering group decisions - presentations of work groups	Steering Group – material from work group final reports available to inform further communications activity	RH	16 Apr
26 Apr	Staff – PCT and council	To bring key managers together in both organisations for a shared understanding of aims of a PST	PST Event – to bring together key managers in the PCT and council for the first time to discuss progress and understand how they need to communicate the key messages to their teams (communication tools available)	JT/JM/KT/ RB/RH	26 Apr
26 Apr	Staff – PCT and council	Maintain momentum on PST interest	First Press – to report on key decisions of steering group and feedback from first joint meeting of key managers (16 April) in newsletter to all staff	JM/KT/RB	26 Apr
26 Apr	Managers – council	To update key managers on PST press coverage and communications activity	Communication update – during April this weekly report on press coverage and communication activity will be expanded to include PCT material and PCT key managers	JM/KT	Done
Apr	Residents	To ensure consultation is meaningful for those affected	Readers' Panel – to test out the citizens' basic guide to the public service trust and the summary consultation document	EM/ MH/JM/	Done
Apr	Service users	To engage service users	Patient Advice and Liaison Service – involve in finalising the consultation document and programme and discuss ways they can support engagement	EM/MH/ RB	Done
1 May	Staff – PCT and council	To ensure staff are informed ahead of consultation	News & Views – promote the options and benefits ahead of consultation – managers will use the PST Power Point Presentation with their teams	JM/KT/RB	Done
10 May	DoH	To keep government engaged in the proposals	Briefing – Secretary of State briefing at Primary Care Trust Networking Meeting	JN	Done
25 May	Staff – PCT and council	To ensure staff are aware of developments before they read about them in the press	First Press – report of progress on consultation is appropriate (messages to be reflected in PCT channels)	JM/KT/RB	Done

1 Jun	Staff – council	To promote an environment where staff can raise issues and have them responded to	News & Views – to promote the opportunity for staff to raise questions on the PST and have them answered – feedback management system in place – news on consultation	RB	Done
8 Jun	Press	To ensure key local press are briefed fully on the proposal	Hereford Times – news editor and health and local government writers to be briefed jointly by PCT and council	RB/JM	
8 Jun	Residents	To notify residents of start of consultation	Press release – to appropriate national and logo media	RB/JM	
8 Jun	Staff – PCT and council	To alert staff of the start of consultation and the need to engage	Web site – promoting the link to the new PST consultation web site and start of consultation (PCT and council sites)	RB/JM	
11 Jun	Council managers	To keep key managers informed	Intranet – home page latest news announcement for the PCT and the council	RB/JM	
11 Jun	Staff – council	To keep key managers informed and involved in briefing their teams	Communications update – to let key managers know of communications and consultation plans for the PST	RB	
11 Jun	Managers – council and PCT	To keep staff involved in PST consultation	Leadership Online – announcement to key managers to brief their teams of how the proposals could affect them and how they might engage in the consultation	RB/JM/KT	
11 Jun	Members	To alert members to the start of the consultation programme	Public Service Trust Online – announcement of start of consultation and opportunities to get involved – new round of FAQs (based on consultation document)	JM/KT RB	
11 Jun	Steering group	To achieve agreement in principle on a simple and single brand structure for the PST	Members' Newsletter – full page briefing on the proposals and consultation programme	RB/CC	
12 Jun	Residents partners clinicians staff	To provide an online channel for stakeholder information and involvement	PST Branding and Visual Identity – proposals from communication and consultation workgroup to go to steering group (brand will be reserved until after consultation)	JH/RB NW	
12 Jun	Staff – PCT and council	To enable employees to raise issues and allow management of perceptions	PST Consultation Web site – a separate PST site with a link from the home page of the PCT and council web sites that will form the 'host' for the consultation programme and moderated feedback from citizens and other stakeholders	JM/NW/ RB	
			PST Forum - An intranet-based discussion forum to allow for a free exchange of views (may have to be moderated in line with guidelines) – will feed into staff FAQ services	MH/JM/KT	

12 Jun	Residents Migrant seasonal workers	To ensure the community portal reflects news on the consultation process To ensure migrant and seasonal workers using the site are aware of consultation	MyHerefordshire – the community portal to carry promotion of the consultation, schedule of events and has a link to the PST web site WelcometoHerefordshire – promotion of the consultation to be included on website for migrant/seasonal workers with translations in key languages and link to PST web site	EM/MH JM/KT RB EM/MH JM/KT RB	
13 Jun	Residents clinicians, partners	To engage stakeholders in consultation proposed public service trust arrangements	Full Consultation Document – a comprehensive 24-page consultation document to be published and distributed to key stakeholder groups, MPs, clinical practices and partners	EM/MH/ RB	
13 Jun	Residents clinicians, partners	To engage stakeholders in consultation proposed public service trust arrangements	Summary Consultation Document – the summary consultation document to be published and distributed to stakeholders and issued on request	EM/MH/ RB	
14 Jun	Clinicians	Promote the consultation to clinicians	Primary Care Trust Newsletter – article promoting the consultation on new public service trust arrangements.	KT/RB	
14 Jun	Residents	To ensure residents are aware of their opportunity to engage in consultation programme	Local press advertisements – ¼ page advertisements to be booked, early run of paper, in Hereford Times, Journal and Ross Gazette, with call to action and details of channels to engage in the consultation	EM/MH/ JM/RB	
14 Jun	Residents	To provide an at-a-glance guide to the proposals for a PST from the customer and patient perspective	PST Basic Guide – a citizens' version of the basic guide to the proposals for a public service trust – an A4 folded leaflet for distribution in clinical facilities, county and community hospitals, libraries, info shops and council and PCT receptions – translated versions to be available for migrant and seasonal worker venues	JM/RB/ NW	
14 Jun	Clinicians Partners Third sector	To provide comprehensive information and engage views	Consultation document – full consultation document to be proactively sent out to all key stakeholders (as per stakeholder analysis). Summary document to be promoted to other stakeholders	EM/MH	
15 Jun	Press	To promote the consultation to professionals	Professional media – to promote the proposals to professionals through their own media (media lists to be drawn up)	JM/RB	
18 Jun	Managers – council and PCT	To equip key managers with information and messages to take a leadership role in communicating the PST	Leadership – an online magazine for the council's 'community of leaders' covering strategic matters that involve 150 key managers in a leadership role. This will include news on the PST to keep them on the 'inside track'	KT/RB	

19 Jun	Third sector	To ensure consultation is geared towards involving voluntary and community groups	The Alliance, Herefordshire – will consult on consultation approach. The Alliance provides a mechanism for working with the voluntary, community and not-for-profit sector over health and social care matters.	EM/ MH/RB	
21 Jun	Residents	To promote deeper understanding of proposals	Focus feature – advertorial with a case study outlining the potential benefits of a public service trust to service users	JM/RB	
22 Jun	Members	To keep members up to date with consultation process	Service Update – a more in-depth article on the PST proposals and consultation to be included	RB/CC	
26 Jun	Staff – PCT and council	To achieve a common approach to distribution of news	First Press – to report on key decisions of steering group and update on consultation – the PCT to develop its own version of a pay slip communication but with same content	JM/KT/RB	
	Staff – council	To promote attendance at road shows	First Press Online – council version will remind staff of the need to attend PST road shows		
Jun	Staff - PCT	To enable staff to question the CE of the PCT and the council on plans for the PST	PST Road Show – both chief executives and HR to present proposals for staff to discuss and ask questions (PST pocket guide to be available)	KT/JM/RB /RH	
Jun	Staff – PCT and council	To communicate key messages from the steering group and leadership events	Public Service Trust Online – promote progress and log further questions and responses from PCT and council staff – the same information on PCT and council intranet sites	JM/KT/ NW/RB	
Jun	Young people	To provide a profile for the youth perspective on the proposed PST	Youth Council – to request a debate on the proposals by the youth council from the young people's perspective, promote results in the local media and on the PST web site	EM/MH JM/KT RB	
		To help ensure local youth is aware of the proposals and the consultation process	Insite – the independent online youth magazine in Herefordshire – to be asked to carry a news item and link to the consultation on the PST web site	EM/MH JM/KT RB	
Jun	Schools	To ensure the school communities are aware of the proposals, the consultation and how they may be affected	Schools – public consultation leaflets and posters to be included in the school bag distribution, a presentation to the head teacher associations for primary and high schools, plus links from the education section of the council's website to the full consultation document on the PST web site	EM/MH JM/KT RB	
Jun	Parish councils	To ensure parish councils discuss the consultation	Parish Councils – a discussion paper, plus copies of the full consultation document to go to all parish councils	EM/MH JM/KT RB	

Jun	Staff – PCT and council	To update key managers on PST press coverage and communications activity	Communication update – during June this weekly report on press coverage and communication activity will drip feed information to keep managers	RD/FR/ MH/RB	
Jun	Residents	To help ensure residents know about forthcoming consultation	Press conference or briefing – to launch the consultation process for the public service trust	JM/KT	
Jun	Clinicians	To help inform clinicians of forthcoming consultation	Press articles in professional media – will raise awareness in clinician stakeholder groups ahead of consultation	JM/RB	
Jun	Third sector	To ensure that the collective views of the sector are considered	The Voluntary Sector Assembly – to consult the VSA, which supports all Herefordshire community & voluntary groups in working collectively on issues of common concern	EM/ MH/JM/ RB	
Jun	Older people	To link with the older people strategy	Older people – link with ‘Growing Older’ consultation strategy by making the PST proposals available as part of the programme (improving healthcare and independence, and communication between public services)	EM/MH/ JM/RB	
Jun	Business	To ensure the business community is involved in this quality of life issue	Chamber of Commerce – the council and the PCT will engage the chamber in communicating with small to large businesses in Herefordshire on the PST proposals	EM/MH/ JM/RB	
Jun	Partners	To ensure partner organisations are engaged in the consultation process	The Herefordshire Partnership – further joint presentation to the partnership board from the two chief executives on the PST proposals and time table (including consultation)	EM/MH/ JM/RB	
Jun	Managers – council and PCT	To develop a leadership communication role for key managers	Leadership – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT/ RB	
Jun	Residents	To engage local people in discussing the proposal	Public consultation event – 7.30pm at the Fire Station, Peterchurch	MH/EM	
26 Jun	Residents	To engage local people in discussing the proposal	Public consultation event – 7.30pm at the John Kyrle School, Ross	MH/EM	
Jun	Partners	To ensure partnerships are engaged	Herefordshire Community Safety and Drugs Partnership – promotion of consultation at next available meeting		
Jun	MPs	To ensure key politicians are fully aware of the implications of the PST consultation	MPs and MEP – a follow up briefing from the two chief executives on the proposals and consultation process – full consultation document to be available	NP/TT	

Jun	Residents Clinicians	To promote the consultation to residents and clinicians	Posters – promoting citizen engagement in the consultation to be displayed in clinical practices, libraries, receptions, leisure centres, supermarkets, village halls and info shops	JM/KT/ MH/RB	
Jun	Service users	To engage service users	Patient Advice and Liaison Service – ensure views of service users are being captured	EM/MH/ RB	
Jun	Service users	To engage patients' groups	Patient and Public Involvement Forums – to ensure the patient's perspective is included	EM/MH/ RB	
Jun	Members	To keep overview and scrutiny informed	Overview and scrutiny – paper to be presented to next available meeting	RH/RB	
1 Jul	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	News & Views – to promote the opportunity for staff to raise questions on the PCT and have them answered – feedback management system in place – news on consultation	JM/KT RB	
1 Jul	Staff - council	To set a benchmark for employee awareness, understanding and support for the proposals	Employee Opinion Survey – it is proposed that the survey measures perceptions and attitudes on the proposals for a public service trust and is expanded to include employees of the primary care trust, setting a benchmark for the future	HR/KT/ JM	
3 Jul	Residents	To engage local people in discussing the proposal	Public consultation event – 7.30pm at Leominster Community Centre	MH/EM	
9 Jul	Managers – council and PCT	To involve key managers from the PCT and the council together in the PST progress	Leadership Forum – to share further information on the status of the consultation and work group progress on issues like finance, governance and services.	JM/KT RB	
12 Jul	Residents	To engage local people in discussing the proposal	Public consultation event – 7.30pm at Bromyard Public Hall	MH/EM	
17 Jul	Residents	To engage local people in discussing the proposal	Public consultation event – 7.30pm at Kington Community Leisure Centre	MH/EM	
20 July	Citizens	Demonstrate how customer and patient services could be improved with creation of PST	Herefordshire Matters – the council's citizens' magazine will include citizen consultation summary, consultation programme and case studies – possible joint PCT/council edition – plus translations and large print format	JB/JM/RB	
Jul	Members	Bring new members up to speed with PST proposal	Members induction – joint presentation on the PST proposal and consultation programme	NP/TT	
Jul	Members	Update members on developments	Members' Newsletter – a short update to be written on the PST	RB/CC	
Jul	Residents	To engage local people in discussing the proposal	Public consultation event – at Ledbury (date and venue to be arranged)	MH/EM	

Jul	Managers – council and PCT	To mitigate the inevitable development of ‘silo culture’ by promoting joint understanding	Teambuilding event – which gets key managers from both organisations together to network, socialise and begin to forge working relationships	JM/RB	
Jul	Staff – PCT and council	To bring key managers together in both organisations for a shared understanding of aims of a PST	PST Event – to bring together key managers in the PCT and council to discuss progress and understand how they need to further communicate the key messages to their teams. (communication tools available)	JT/JM/KT/ RB/RH	
24 Jul	Residents	To engage local people in discussing the proposal	Public consultation event – 7.30pm at The Tree Counties Hotel, Hereford	MH/EM	
25 Jul	Managers – council and PCT	To ensure staff are aware of developments before they read about them in the press	Public Service Trust Online – ongoing opportunities to keep PCT and council staff informed on developments	JM/KT RB	
26 Jul	Staff – PCT and council	To keep key managers informed and involved in PST developments	First Press – keeping staff update with developments	JM/KT RB	
Aug	Staff – PCT and council	To prepare for the implementation of a new PST brand and visual identity	Leadership Online – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT RB	
	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	Branding – draw up implementation plan: no more ordering of business stationary or applications carrying the old brand – switchover in October	NW/RB	
	Staff – PCT and council	To ensure staff are aware of developments before they read about them in the press	News & Views – to promote the opportunity for staff to raise questions on the PCT and have them answered – feedback management system in place – news on consultation	JM/KT RB	
	Managers – council and PCT	To keep key managers informed and involved in PST developments	Public Service Trust Online – ongoing opportunities to keep PCT and council staff informed on developments	JM/KT RB	
			First Press – keeping staff update with developments	JM/KT RB	
			Leadership Online – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT RB	

Sep	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	News & Views – to promote the opportunity for staff to raise questions on the PCT and have them answered – feedback management system in place – news on consultation	JM/KT RB	
	Residents	To report back to residents the results of the consultation	Press conference and briefing – publication of results of the consultation and action plan for either: creation of PST or enhanced working between the two organisations	JB/JM/MH RB	
	Residents		PST Web Site – a summary of the results/response levels	MH/EM	
	Scrutiny	To report back to the scrutiny committee	Health overview and scrutiny – results of consultation to be discussed by the committee together with the action plan for delivering improved services	RH	
	SHA	To report back to the authority	Strategic Health Authority – results of consultation to be presented to and reviewed by the SHA board	RH	
	GOWM	To report back to GOWM	Government Office West Midlands – results of consultation to be presented and reviewed	RH	
	Gov'tment	To report findings to government	Secretary of State for Health – to consider recommendations after results of consultation	RH	
	Residents	To report back to residents the results of the consultation	Herefordshire Matters – a joint publication that goes to every household will promote the findings of the consultation and the action plan for improving services	JB/JM/MH RB	
	Staff – PCT and council	To ensure staff are aware of developments before they read about them in the press	Public Service Trust Online – ongoing opportunities to keep PCT and council staff informed on developments	JM/KT RB	
	Managers – council and PCT	To keep key managers informed and involved in PST developments	First Press – keeping staff update with developments	JM/KT RB	
			Leadership Online – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT RB	

Oct	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	News & Views – an outline of what the shadow PST will mean for staff and services in the short term	JM/KT RB
	Residents	To keep citizens informed of progress on PST action plan	Press announcement – pending the results of consultation this could be the creation of the shadow public service trust	JM/RB
	Residents staff, partners	To launch the new PST brand and identity	Branding – business stationery, web site and signage at corporate facilities to carry new branding while other branding replaced as needed (zero cost)	NW/RB
	Staff – PCT and council	To keep key managers informed and involved	Public Service Trust Online – ongoing opportunities to keep PCT and council staff informed on developments	JM/KT RB
	Managers	To keep key managers informed and involved in PST developments	First Press – keeping staff update with developments	JM/KT RB
	Managers		Leadership Forum – scheduled for October to announce results of consultation and possible creation of a shadow public service trust	JM/KT RB
			Leadership Online – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT RB

Key to Actions: NP – Neil Pringle; SH – Simon Hairsnape; TT – Tamar Thompson; RH - Russell Hamilton; JT – Julie Thornby; MH – Martin Heuter; EM – Euan McPherson; JM – Jennie Morgan; NW – Nick Winwood; KT- Kerry Thomson; JB – John Burnett; RB – Robert Blower

NB: Communications strategy to be updated to promote the preparations for the new public service trust arrangements becoming operational by April 2008

Risk

<p>Announcement of timescales. Credibility in the public service trust concept will be hit if timescales and milestones are announced and then missed.</p>	High	<p>The steering group should only announce milestones if they are absolutely sure they will be met</p>
<p>Consultation. Best practice and statutory requirements will need to be incorporated in the communication and consultation strategy otherwise we will be accused of not embarking on a genuine consultation.</p>	Med	<p>Ensure that the principles and practice for consultation in the strategy reflect best practice</p>
<p>Branding. The creation of a new, simple brand structure could be controversial and needs to be in place before the shadow organisation begins to operate.</p>	Med	<p>Secure agreement for recommendations for brand structure by second steering group meeting.</p>
<p>The press will assume that re-branding will involve external consultants and will be costly to implement. The brand structure should reflect the brand principles in this document.</p>	High	<p>No external design work or expense is necessary. Cost of implementation to be minimised.</p>
<p>Cynicism. Some stakeholders may perceive that the public trust arrangements are primarily about securing efficiencies and may fail to engage in the consultation process.</p>	High	<p>Positive language promoting the key benefits and how they affect each stakeholder group to be used throughout communications</p>
<p>Silo culture. There is a risk that silo cultures could develop if the opportunity is not taken to bring the two organisations together from the early stages.</p>	High	<p>Case studies to be developed which outline the positive differences to be experienced by service users.</p> <p>The communication and consultation strategy should incorporate events and programmes for engagement across the two organisations - and shared valued should be agreed before the new arrangements become operational in April 2008</p>
<p>Clinical engagement. The workgroup has yet to meet with our clinician representative and could make false assumptions on how to communicate and consult with that stakeholder group</p>	High	<p>The work group will go to the representative if necessary to engage in the communications and consultation programme. Clinical involvement has been achieved through the steering group.</p>

Evaluation

The council employee opinion survey in June will provide an opportunity to evaluate staff awareness, understanding and support for the creation of the public service trust: the results will help evaluate messages, channels and other activity. It is recommended that findings from the survey are linked to any Primary Care Trust opinion survey.

Level and nature of responses through the team brief system in both organisations, the responses recording in talking point/trust events with chief executives and level and nature of frequently asked questions will also help the communications strategy to take account of, and adjust, levels of awareness, understanding and support.

The extent to which press coverage on the issue is positive and reflects the agreed key messages

The level and nature of response to the consultation programme as well as recorded feedback from stakeholder communication and consultation events and presentations will also provide evaluation.

WORK PROGRAMME

Report By: Director of Adult and Community Services

Wards Affected

County-wide

Purpose

- 1 To consider the Committee's work programme.

Financial Implications

- 2 None

Background

- 3 In accordance with the Scrutiny Improvement Plan a report on the Committee's current work programme will be made to each of the scheduled quarterly meetings of this Scrutiny Committee. A copy of the work programme is attached at appendix 1.
- 4 The programme may be modified by the Chairman following consultation with the Vice-Chairman and the Director of Adult and Community Services in response to changing circumstances.
- 5 Appendix 2 monitors progress against recommendations made by the Committee where action is ongoing or outstanding. The list does not include all the issues considered by the Committee, rather it summarises those instances where the Committee has requested that specific action be taken and the response to that request.
- 6 Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
- 7 Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Directorate Services Officer (Health) to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

RECOMMENDATION

THAT subject to any comment or issues raised by the Committee the Committee work programme be approved and reported to the Strategic Monitoring Committee.

BACKGROUND PAPERS

- None identified.

Health Scrutiny Committee Work Programme 2007/08

June 2007	
Items	<ul style="list-style-type: none"> • Presentation by Chief Executives of the Herefordshire Primary Care Trust the Hereford Hospitals NHS Trust and the West Midlands Ambulance Trust and the Cabinet Member. • Public Service Trust Update • Work Programme
September 2007	
Items	<ul style="list-style-type: none"> • Annual Report of Director of Public Health • Update on Foundation Trust status • Update of Public Service Trust • Update on four options for Primary Care Trust provider arm services • Mental health – Primary Care Trust proposal for provision of long term accommodation • Mental Health Rehabilitation Service – possible proposal by Primary Care Trust • Update on response to Review of Communications, in particular by the Hospitals Trust • Update on the out of hours service having regard to the project being undertaken on unscheduled care. • Progress in developing a Memorandum of Understanding between the Council and the Health Protection Agency dealing with the protocols for tackling infectious diseases.
Scrutiny Reviews	<ul style="list-style-type: none"> • Access to health 1) for ethnic minorities – Scoping Statement
December 2007	
Items	<ul style="list-style-type: none"> • Plan Annual Health Check commentaries • Public Service Trust Update • NHS Local Delivery Plan Briefing • Procurement Process For the Local Involvement Network
Scrutiny Reviews	<ul style="list-style-type: none"> • Access To Health 2) transport – scoping statement
April 2008	
	<ul style="list-style-type: none"> • Finalise Annual Healthcheck Commentaries (including presentations from health bodies as necessary) • Public Service Trust Update
Scrutiny Reviews	<ul style="list-style-type: none"> • Report of Review of Access to health 1) for ethnic minorities

Other issues

- Councillors' potential role in managing public expectation within their constituencies
- Cancer Services
- Stroke Services (further update in due course)
- Update on specialist Children's Services Development??
- Development of LINKs

Further additions to the work programme will be made as required

Summary Of Action In Response To Scrutiny Committee Recommendations

Date	Issue and Decision	Resultant Action or Outcome
16 June 2005	<p>Work Programme – Media Contact</p> <p>Agreed ways in which the Committee could have a positive and constructive role in responding promptly to issues raised in the media to the benefit of both the public and health partners should be investigated, proposals circulated to Members of the Committee and, if agreed, work commence accordingly.</p>	<p>This requires further consideration.</p>
23 March 2006	<p>Public Health Issues</p> <p>Agreed the Primary Care Trust be supported in carrying forward its request to the Strategic Health Authority that a feasibility study of fluoridation of the water supply be conducted; and that the Primary Care Trust be supported in carrying forward its work to increase uptake of the MMR vaccine.</p>	<p>Feasibility study commissioned by Strategic Health Authority and underway.</p> <p>Potential role for Members in particular in publicising seriousness of infections MMR vaccine is designed to prevent was proposed but yet to be developed.</p>
7 December 2006	<p>Specialist Children’s Services Development – Consultation</p> <p>Agreed to submit a response to the consultation proposals on the basis that the development of a new children’s services building at a different central site is the preferred option which should be pursued as a priority and that the themes identified in appendix 1 to the report be incorporated into the final response.</p> <p>Stroke Services in Herefordshire</p>	<p>Response submitted. The PCT is to complete a detailed business case, setting out the exact plans & testing the financial viability.</p>
7 December 2006	<p>Agreed that the development of stroke services within the County be kept under review.</p>	<p>Further update listed in Work programme</p>

Appendix 2

Date	Issue and Decision	Resultant Action or Outcome
15th March 2007	<p>Update on Emergency Planning Arrangements Following the outbreak of Legionnaires Disease in Hereford in 2003</p> <p>Agreed that an update on the preparation of a Memorandum of Understanding between the Council and the Health Protection Agency dealing with the protocols for tackling infectious diseases be made in six months time; and</p> <p>consideration be given to offering Members the opportunity to observe future emergency planning exercises.</p>	<p>In work programme for September.</p> <p>Now taken into account as part of arrangements for planning exercises.</p>
15 March 2007	<p>Response to Scrutiny Review of Communication in the Local Health Service</p> <p>Action to date noted. Update requested in six months time.</p>	<p>In the work programme for September.</p>
15 March 2007	<p>Response to Scrutiny Review of the GP Out of Hours Service</p> <p>Action to date noted. Update requested in six months time.</p>	<p>In the work programme for September.</p>

Appendix 2

Date	Issue and Decision	Resultant Action or Outcome
30 March 2007	Annual Health Check Submission of Annual Health Check Commentaries approved.	Submission completed.

