

# Herefordshire Public Service Trust

## Communications and consultation strategy

(Version 3: 22 March 2007)

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## 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 a new 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 public. patients 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 have stakeholder support
3. To engage stakeholders in determining the values, culture and behaviours required for the public service trust to be able to deliver a broad range of improved and efficient quality services.

## Standard description

### What is the proposed public service trust?

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

### Why is Herefordshire proposing this?

To create a single leading-edge organisation with three key aims:

1. To deliver a wider 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 local taxpayers, with savings on management costs as the public service trust moves 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 a public service trust 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 commissioned and delivered by bringing everything together that supports total well-being, prosperity and quality of life for Herefordshire - delivering health, education, housing, public safety, regeneration, environment, housing, 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 improve value for money and enable savings to be reinvested in local services. It would also streamline how decisions are made, and how money and resources are allocated and focused 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)**

### **Which services are included in the proposals - and which are not?**

The proposals include employees and services provided by Herefordshire Council, together with employees in the primary care trust who are involved in public health and commissioning health related services.

The community hospitals, community and mental health services currently provided by the primary care trust would not be part of the public service trust and are subject to a separate piece of work that is looking at the best model for managing these “provider” services in the future. There will be separate communications from the primary care trust regarding this as that work progresses.

### **Where would the new organisation be based?**

The new organisation will be firmly based in Herefordshire to support patients and customers in gaining greater control for their own health, wellbeing and quality of life countywide.

The aim is to safeguard and enhance local health and public services and to protect budgets in Herefordshire for local people for the long term.

### **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, the timetable could see a ‘shadow’ public service trust coming into existence in October 2007, with a new organisation beginning operations in April 2008.

### **What could this mean for employees?**

The creation of a new public service trust 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

To bring together the primary care trust and the local authority in a new leading edge organisation that will improve services, make better use of funds and safeguard local services in Herefordshire.

The aim is to improve customer focus and services significantly by working as one organisation – bringing together a ‘total well-being, prosperity and quality of life for Herefordshire’ that packages health, education, housing, public safety, regeneration, environment, housing, transport and leisure services around the needs of individual customers and patients.

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 it is recommended that moves to consult on and 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 public service trust, it is recommended that the brand name:

- 1 Should contain 'the deliverable' for the new organisation, which is about providing 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 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 it delivers would be very expensive and would take time.
- 6 Should not promise more than it can realistically deliver and nor should it limit the future expansion of services.

The creation of the brand name is an important step in promoting the public service trust 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

## Audiences and stakeholders

The creation of a public service trust could potentially affect every member of staff and every citizen of the county 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 us to prioritise these audiences and develop the appropriate messages and channels for them.

### Herefordshire Council

The council	The county	The country
The leader Lead members Elected members	Customers and service users	Government Regulatory authorities
Chief executive Corporate management board Senior management team Managers	Residents Local workers Visitors	Funding bodies Inward investors Potential business partners Special interest groups
Colleagues (general) Colleagues (customer facing)	Community forums The partnership Community and voluntary groups Faith groups	Other local authorities
Schools	Health service Police & fire Business	Trade associations
Trade unions	Local MPs/MEPs Regional assembly	Potential recruits
Current business partners & contractors	Local media	National press and broadcast media
Internal audit		Professional, trade and technical press

### Herefordshire Primary Care Trust

The trust	The county	The country
The chair Non executive directors	Customers and service users	Department of Health Regulatory authorities
Chief executive Corporate management team Managers	Community forums	Funding bodies
100 staff engaged in commissioning services	The council - social care depts - health scrutiny	Special interest groups
Trade unions	Leagues of friends	Other primary care trusts
General practitioners and their staff	Community groups Voluntary sector	Trade associations
Local professional committees	Police & fire Business	Potential recruits
	Local MPs/MEPs	National press and broadcast media
	Strategic health authority	Professional, trade and technical press
	Local media	West Midlands NHS organisations

## 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 trust.

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 various 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 the public service trust.

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	Monthly	Promotes awareness, understanding and support for council priorities.

			all employees		
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 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 – 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

<b>Shared online working: Public Service Trust</b> <i>(Access restricted to members of the steering group and work groups)</i>								
1 Project steering group	2 Human resources and change management	3 Clinical and corporate governance	4 Communication consultation and clinical engagement	5 Customer and patient services	6 Corporate resources and finance	7 Planning, commissioning, performance management	8 Public health and health improvement	9 Environment services
1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates	1 Chair and membership Terms of reference Meeting dates
2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers	2 Agendas and notes Papers
3 Project plans And targets	3 Project plans and targets	3 Project plans and targets	3 Project plans and targets	3 Project plans and targets	3 Project plans and targets	3 Project plans and targets	3 Project plans and targets	3 Project plans and targets
4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements	4 Decisions, progress and achievements
Email Alerts: <i>(on decisions or items that affect other boards)</i>								
Bulletin Board: <i>(access on council web site but restricted to members of the steering group and work groups)</i>								
Communications: <i>(information packaged to inform the implementation of the communications and consultation strategy)</i>								

**Other features:** access and view the same document simultaneously for online discussion or collaboration; automatic file locking to prevent dual editing; automatic version control to keep track of changes; search engine to search for items across the public folders; ability to add more folders as other project groups established;

## **Draft consultation programme**

This sets out the principles and practicalities of, and a draft process for, consultation on the proposed creation of a public service trust for Herefordshire. It has yet to be agreed by the relevant working groups and the steering group. 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 (currently drafted and awaiting approval).

### **Principles and practicalities**

The consultation takes into account the following principles:

1. The consultation will be timely
  - A consultation period of 12 weeks is proposed in line with the policy guidance on 'strengthening accountability - involving patients and the public' in Section 11 of the Health and Social Care Act 2001 and the wishes of the Strategic Health Authority.
  - The start of the consultation will be announced at least one week before, 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);
- Given the role of the health, overview and scrutiny committee, which next meets 30 March 2007, we have to provide the committee with the opportunity to review the draft communication and consultation strategy.

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;
- 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 definitive list of stakeholders 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 creation of the public service trust 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 page on both organisations' websites, using appropriate software to enables 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 in late May.
  - 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

## Process

Date(s)/time(s)	What	Who	Comments/resources
14 March 07	Agreement of outline and principles by Steering group	Steering group	
Mid March	Discussions with council and primary care trust ICT regarding IT requirements (e.g. discussion forum)	Senior community involvement officer	No council intranet forum possible, but can host a discussion forum, set up for herefordshire.gov and .pct participants. Will need to identify moderators
23 March	Submit communication and consultation proposals to the health overview and scrutiny committee	Communications and consultation group	
Mid March	Joining up of stakeholder lists of PCT and HC	Communications and consultation group <sup>1</sup>	Admin support
	Cross-referencing of joint stakeholder list with other work streams	Communications and consultation group	Admin support
	Agreement of proposed budget	Steering Group	
Late March	Booking of venues	Communications and consultation group	Budget for up to nine venues (Community Forum setup), refreshments, facilitators, interpreters, travel expenses etc., posters, fliers
Late March	Drawing up of full consultation document	Communications and consultation group and relevant work streams	Budget for Printing costs tbc
Late March	Drawing up of Executive Summary	Communications and consultation group and relevant work	Budget for printing costs tbc

<sup>1</sup> Due now

		streams	
Late March <sup>2</sup>	Initial briefings for both HC and PCT staff	Senior managers of trust and council	N/a
Early April	Agreement on key questions we intend to ask of stakeholders	Steering group/working groups	These questions need to be agreed to accompany the consultation documents
W/c 9th April	Setting up of discussion forum on HC 'Have your say" web pages	Communications and consultation group Senior community involvement officer	ICT support may be necessary
9 April	Submission of draft consultation documents to steering group	Communications and consultation group	
23 April	Press release	Communications and consultation group	
23 April	Testing of discussion forum	Senior community involvement officer	ICT support may be needed
23 April	Submit documents for printing	Communications and consultation group	
4 May	Start of consultation period		With all methods outlined in consultation strategy
May – Early July	Consultation workshops for general public, staff and service user groups.	Communications and consultation group, key staff from trust and council	
Mid-May	Leaflets go out to every household via Herefordshire Matters.	Communications and consultation group	
July	End of 12 -week consultation period		
September	Publication of outcome of consultation	Steering group and work groups	

<sup>2</sup> given that all these dates are not clear yet, this one isn't either. HOWEVER, staff of both organisations should have access to the information we give to the public before the first press release. This info should also include clear indications about the consultation process, esp the mechanisms for staff

## Consultation document - considerations

### 1. Introduction

The story so far, and the environment that has led to proposals for the possible creation of a public service trust

### 2. What is the proposed public service trust

- To establish a new and unique organisation that integrates local government services and the public health, planning and 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.
- To maintain the status quo

### 3. Why are we proposing a public service trust

- To deliver a wider 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 and economies of scale as the public service trust moves to a single management structure.
- To safeguard and enhance local health and public services in Herefordshire.
- To align and integrate decision-making, resource allocation, local accountability, patient choice and public involvement in health scrutiny.

### 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 and services – bringing together a “total well-being, prosperity and quality of life” solution for Herefordshire that packages health, education, housing, 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 organisation up and running by April 2008, with all structures being put in place after the consultation period, which will end in early July 2007. 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.

## Action plan

When	Audience	Objectives	Delivery – programme or channel	Who	Date complete
01 Feb	Staff – council	To inform employees of the creation of the steering group and work groups for the PST	<b>News &amp; Views</b> – 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
05 Feb	Staff – council	To remind employees of discussions on PST with CE	<b>Intranet report</b> – a transcript of 'Talking Point' with CE and leader in which the PST was discussed with staff	KT/RB	05 Feb
16 Feb	Citizens and local gov'ment	Responding to inevitable press enquiries with agreed statement	<b>Media reports</b> – press reports in mid Feb: Hereford Times (positive two-page article with quotes from two CE); Western Daily Press (Herefordshire on course to become the first super trust); MJ (positive front page on 'trailblazing bid' to make 'public sector history'), plus Children Now article.		Mid-Feb
19 Feb	Managers - council	To build key managers' awareness of proposal	<b>Leadership Forum</b> – 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	<b>First Press</b> – 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	<b>Cabinet report</b> – to consider outcomes of detailed discussion between council and PCT directors on bringing together certain functions into a single new structure	RH	22 Feb
Feb	Managers - council	To keep managers regularly informed on communications activity in support of PST	<b>Communications update</b> – a weekly report of council communications activity that goes to the leadership forum email list – includes press coverage on the PST		Ongoing

When	Audience	Objectives	Delivery – programme or channel	Who	Date complete
01 Mar	Staff – council	To feed back to employees the questions asked on PST during the October/November Talking Point sessions	<b>News &amp; Views</b> – 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, are available on the intranet.	KT/RB	01 Mar
19 Mar	Staff - PCT	To keep employees informed of developments	<b>Email announcement</b> – 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	<b>Public Service Trust Online</b> – 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		<b>First Press</b> – 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		<b>First Press Online</b> – the electronic and expanded version of the council newsletter – will carry a link to the new Public Service Trust Online publication		
23 Mar	Citizens	To demonstrate increasingly close links between the PCT and the council	<b>Web site</b> – 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	<b>Members’ Newsletter</b> – 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	<b>Press release</b> – to promote the scrutiny paper on the PST and reaffirm the key aims behind the proposals	RB/RH	

27 Mar	Steering group	To complete final report of communications and consultation group (CCICE)	<b>Final Report</b> – 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	Clinicians	To keep GPs and clinical practitioners informed of forthcoming consultation	<b>Local Medical Committee (LMC)</b> – opportunity for PCT CE to promote the concept of the PST and timetable for consultation to representatives of Herefordshire GPs	JT/SH	
28 Mar	Staff - PCT	To ensure PCT staff get same messages as council staff	<b>Team Brief</b> – the same basic guide that went to council employees goes to PCT employees with the team brief	JM/RB	
30 Mar	Scrutiny – council	To update and involve health scrutiny on consultation programmes for the PST	<b>Health Scrutiny</b> – report outlining progress and the consultation programme for the PST (papers distributed on 23 March and in the public domain)	RH	
30 Mar	Citizens	To compile meaningful mini case studies that illustrate the future benefits of a PST	<b>Case studies</b> – 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	
30 Mar	SHA	To consult on the draft PST consultation documents and align with best practice	<b>West Midlands South Strategic Health Authority</b> – meeting to discuss Herefordshire’s draft consultation documents and plan and the communications plan	MH/RB	
Mar	Managers – council and PCT	To keep managers regularly informed on communications activity in support of PST	<b>Communications update</b> – a weekly report of council communications activity that goes to the leadership forum email list – includes press coverage on the PST	RB	
30 Mar	Steering and work groups	To enable effective and efficient sharing of information between the PST work groups	<b>Shared online working</b> - to manage electronically the flow of information across the work groups to ensure every member maintains an overview of projects and progress.	MH/RB	
30 Mar	Citizens	To illustrate to citizens how the proposed PST council improve customer and patient services	<b>Local media features</b> – to begin to get citizens thinking how the proposal might affect them, rather than it being perceived as an organisational issue	JM/JB/RB	

March	Staff – PCT and council	To involve trade unions and staff representatives of PST developments in the steering group and the work groups	<b>Trade unions</b> – 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	
1 Apr	Staff – council	To promote an environment where staff can raise issues and have them responded to	<b>News &amp; Views</b> – 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	
5 Apr	Managers – council and PCT	To reinforce the key messages and benefits associated with the PST proposals	<b>PST Pocket Guide</b> – an eight-page, A6 guide spelling out the benefits of a PST for staff, partners and citizens – will include case studies – to be given to key managers and staff at forthcoming leadership events and road shows	NW/RB	
11 Apr	Staff Citizens Partners	To demonstrate how the PCT and the council would deliver better services as a PST	<b>PST Display Boards</b> – a set of display boards for joint meetings and events that illustrate the aims and benefits of a PST – plus selected case studies and illustrations	JM/KT/RB	
11 Apr	Staff Citizens Partners	To equip managers to build awareness and understanding in their teams	<b>PST Power Point Presentation</b> – outlining the PST proposals and citizen benefits – to be used as part of the PST Leadership Programme and for external presentations	RH/RB	
11 Apr	Managers – council and PCT	To encourage ownership of the PST opportunity among PCT and council key managers	<b>PST Leadership Programme</b> – be launched at the PST Leadership event on 16 April – includes key messages and communication tools to promote understanding	RH/JH/KT RB	
11 Apr	Managers – council and PCT	To equip key managers with information and messages to take a leadership role in communicating the PST	<b>Leadership</b> – a new fortnightly 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	
16 Apr	Steering group	To achieve agreement in principle on a simple and single brand structure for the PST	<b>PST Branding and Visual Identity</b> – proposals from communication and consultation workgroup to go to steering group (brand will be reserved until after consultation)	JH/RB NW	



16 Apr	Steering group	PST steering group decisions - presentations of work groups	<b>Steering Group</b> – material from work group final reports available to inform further communications activity	RH	
16 Apr	Staff – PCT and council	To bring key managers together in both organisations for a shared understanding of aims of a PST	<b>PST Leadership Event</b> – 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	
23 Apr	Staff - PCT	To enable staff to question the CE of the PCT and the council on plans for the PST	<b>PST Road Show</b> – PCT Belmont (9am) – 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	
26 Apr	Staff – PCT and council	To communicate key messages from the steering group and leadership events	<b>Public Service Trust Online</b> – 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	
26 Apr	Staff – PCT and council	To enable employees to raise issues and allow management of perceptions	<b>PST Forum</b> - 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	
26 Apr	Staff – PCT and council	To achieve a common approach to distribution of news with pay slips to get consistent message to all staff	<b>First Press</b> – to report on key decisions of steering group and feedback from first joint meeting of key managers (16 April) in newsletter to all staff – the PCT to develop its own version of a pay slip communication but with same content	JM/KT/RB	
26 Apr	Staff – council	To promote attendance at road shows	<b>First Press</b> – council version will remind staff of the need to attend PST road shows later that afternoon	KT/RB	
26 Apr	Staff – council	To enable staff to question the CE of the PCT and the council on plans for the PST	<b>PST Road Show</b> – Shire Hall (2pm) and Brockington (3.30pm) - both chief executives and HR senior managers to present proposals for staff to discuss and ask questions	KT/RB	
26 Apr	Clinicians	To alert clinicians that a major consultation will happen in May	<b>Primary Care Trust Newsletter</b> – article promoting the consultation on the creation of a public service trust.	JM	

30 Apr	Citizens	To provide an at-a-glance guide to the proposals for a PST from the customer and patient perspective	<b>PST Basic Guide</b> – 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/NW/ RB	
30 Apr	Citizens, partners, clinicians	To provide an online channel for stakeholder information and involvement	<b>PST Web site</b> – 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	RD/FR/ MH/RB	
Apr	Staff – PCT and council	To update key managers on PST press coverage and communications activity	<b>Communication update</b> – during April this weekly report on press coverage and communication activity will be expanded to include PCT material and PCT key managers	JM/RB	
Apr	Managers – council and PCT	To mitigate the inevitable development of ‘silo culture’ by promoting joint understanding	<b>Teambuilding event</b> – to be organised in late April, which gets key managers from both organisations together to network, socialise and begin to forge working relationships	JM/KT	
Apr	Citizens	To help ensure citizens know about forthcoming consultation	<b>Press conference or briefing</b> – to launch the consultation process for the public service trust	JM/RB	
Apr	Clinicians	To help inform clinicians of forthcoming consultation	<b>Press articles in professional media</b> – will raise awareness in clinician stakeholder groups ahead of consultation	JM/RB	
Apr	Citizens	To ensure consultation is meaningful for those affected	<b>Citizens’ Panel</b> – to test out the citizens’ basic guide to the public service trust and the summary consultation document	EM/ MH/RB	
Apr	Third sector	To ensure consultation is geared towards involving voluntary and community groups	<b>The Alliance, Herefordshire</b> – 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. The Alliance Newsletter – ay agree to help promote the forthcoming consultation	EM/ MH/JM/ RB	

Apr	Third sector	To ensure that the collective views of the sector are considered	<b>The Voluntary Sector Assembly</b> – to consult the VSA, which supports all Herefordshire community & voluntary groups in working collectively on issues of common concern	EM/MH/ JM/RB	
Apr	Older people	To link with the older people strategy	<b>Older people</b> – 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	
Apr	Business	To ensure the business community is involved in this quality of life issue	<b>Chamber of Commerce</b> – 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	
Apr	Partners	To ensure partner organisations are engaged in the consultation process	<b>The Herefordshire Partnership</b> – joint presentation to the partnership board from the two chief executives on the PST proposals and time table (including consultation)	EM/MH/ JM/RB	
Apr	Managers – council and PCT	To develop a leadership communication role for key managers	<b>Leadership</b> – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT/ RB	
01 May	Staff – PCT and council	To align team brief systems ahead of consultation	<b>News &amp; Views</b> – agree a common team brief system with feedback monitoring and management – and promote the options and benefits ahead of consultation – managers will use the PST Power Point Presentation with their teams	JM/KT/RB	
May	MPs	To ensure key politicians are fully aware of the implications of the PST consultation	<b>MPs and MEP</b> – a briefing from the two chief executives on the proposals and consultation process – full consultation document to be available	NP/SH	
May	Citizens, clinicians, partners	To engage stakeholders in consultation on proposals to create a public service trust	<b>Full Consultation Document</b> – a comprehensive 24-page consultation document to be published and distributed to key stakeholder groups, MPs, clinical practices and partners	EM/MH/ RB	

			<b>Consultation Summaries</b> – three different 4-page summary documents outlining proposals from perspective of key stakeholder groups – citizens, clinicians and employees. Translation of citizen version for migrant/seasonal workers.	EM/MH/ RB	
May	Citizens	To ensure citizens are aware of their opportunity to engage in consultation programme	<b>Local press advertisements</b> – 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	
May	Citizens	To provide an effective online channel for informing and involving stakeholders in the consultation	<b>PST Consultation Web Site</b> - discussions at events will be 'captured' and reported back to participants and citizens using the PST site, with links from each organisations' web sites, including the council's 'Have your Say' section. The full consultation document to be available on the site	EM/MH/ RD/FR/ RB	
May	Citizens	To promote the consultation to citizens and clinicians	<b>Posters</b> – 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	
May	Patients	To engage the service in the consultation	<b>Patient Advice and Liaison Service</b> – involve in finalising the consultation document and programme and discuss ways they can support engagement	EM/MH/ RB	
May	Citizens	To promote an understanding of the deliverables of a PST	<b>Focus feature</b> – advertorial with a case study outlining the potential benefits of a public service trust to service users	JM/RB	
May	Managers – council and PCT	To keep key managers informed and involved in PST developments	<b>Leadership Online</b> – ongoing opportunities to ensure that key managers in the PCT and the council are kept on the 'inside track' as far as PST developments are concerned	JM/KT/ RB	
May	Staff – PCT and council	To ensure staff are aware of developments before they read about them in the press	<b>Public Service Trust Online</b> – ongoing opportunities to keep PCT and council staff informed on developments  <b>First Press</b> – keeping staff update with developments	JM/KT/ NW  JM/KT	

May	Citizens	Demonstrate how customer and patient services could be improved with creation of PST	<b>Herefordshire Matters</b> – 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	
May	Citizens	To provide venues across the county for face to face engagement – travel expenses for citizens to be refunded	<b>Community forums</b> – established means of engagement to be used with workshops, using trained independent facilitators to ensure unbiased approach to the consultation and ‘signers’ to ensure accessibility	EM/MH	
May	Young people	To provide a profile for the youth perspective on the proposed PST	<b>Youth Council</b> – 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	
May	Young people	To help ensure local youth is aware of the proposals and the consultation process	<b>Insite</b> – 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	
May	Citizens	To ensure the community portal reflects news on the consultation process	<b>MyHerefordshire</b> – the community portal to carry promotion of the consultation, schedule of events and has a link to the PST web site	EM/MH JM/KT RB	
May	Migrant seasonal workers	To ensure migrant and seasonal workers using the site are aware of consultation	<b>WelcometoHerefordshire</b> – 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	
May	Schools	To ensure the school communities are aware of the proposals, the consultation and how they may be affected	<b>Schools</b> – 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	
May	Parish councils	To ensure parish councils discuss the consultation	<b>Parish Councils</b> – a discussion paper, plus copies of the full consultation document to go to all parish councils in May	EM/MH JM/KT RB	

May	Staff – PCT and council	To all key staff informed through payslip distribution and online information	<b>First Press</b> – promoting the consultation process to employees, explaining governance arrangements and process for the appointment of chief executive	JM/KT RB	
May			<b>Public Service Trust Online</b> – ongoing opportunities to keep PCT and council staff informed on developments	JM/KT RB	
May	Managers – council and PCT	To keep key managers informed and involved in PST developments	<b>Leadership</b> – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/ST/ RB	
Jun	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	<b>News &amp; Views</b> – 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	
		To set a benchmark for employee awareness, understanding and support for the proposals	<b>Employee Opinion Survey</b> – 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	
		To ensure staff are aware of developments before they read about them in the press	<b>Public Service Trust Online</b> – 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	<b>First Press</b> – keeping staff update with developments	JM/KT RB	
			<b>Leadership</b> – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT RB	
01 Jul	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	<b>News &amp; Views</b> – 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	
09 Jul	Managers – council and PCT	To involve key managers from the PCT and the council together in the PST progress	<b>Leadership Forum</b> – to share further information on the status of the consultation and work group progress on issues like finance, governance and services.	JM/KT RB	

26 Jul	Staff – PCT and council	To ensure staff are aware of developments before they read about them in the press	<b>Public Service Trust Online</b> – ongoing opportunities to keep PCT and council staff informed on developments <b>First Press</b> – keeping staff update with developments	JM/KT RB	
I	Managers – council and PCT	To keep key managers informed and involved in PST developments	<b>Leadership Online</b> – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen	JM/KT RB JM/KT RB	
Aug	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to  To ensure staff are aware of developments before they read about them in the press	<b>News &amp; Views</b> – to promote the opportunity for staff to raise questions on the PCT and have them answered – feedback management system in place – news on consultation  <b>Public Service Trust Online</b> – ongoing opportunities to keep PCT and council staff informed on developments  <b>First Press</b> – keeping staff update with developments	JM/KT RB  JM/KT RB JM/KT RB JM/KT RB	
	Managers – council and PCT	To keep key managers informed and involved in PST developments	<b>Leadership Online</b> – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen		
Sep	Staff – PCT and council	To promote an environment where staff can raise issues and have them responded to	<b>News &amp; Views</b> – 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	
	Staff – PCT and council	To prepare for the implementation of a new PST brand and visual identity	<b>Branding</b> – draw up implementation plan: no more ordering of business stationery or applications carrying the old brand – switchover in October	NW/RB	
	Citizens	To report back to citizens the results of the consultation	<b>Press conference and briefing</b> – 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	
	Citizens		<b>PST Web Site</b> – a summary of the results/response levels		

	Scrutiny	To report back to the scrutiny committee	<b>Health overview and scrutiny</b> – 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	<b>Strategic Health Authority</b> – results of consultation to be presented to and reviewed by the SHA board	RH	
	Gov'ment	To report findings to government	<b>Secretary of State for Health</b> – to consider recommendations after results of consultation	RH	
	Citizens	To report back to citizens the results of the consultation	<b>Herefordshire Matters</b> – 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	<b>Public Service Trust Online</b> – ongoing opportunities to keep PCT and council staff informed on developments  <b>First Press</b> – keeping staff update with developments	JM/KT RB  JM/KT RB	
	Managers – council and PCT	To keep key managers informed and involved in PST developments	<b>Leadership Online</b> – 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	<b>News &amp; Views</b> – an outline of what the shadow PST will mean for staff and services in the short term	JM/KT RB	
	Citizens	To keep citizens informed of progress on PST action plan	<b>Press announcement</b> – pending the results of consultation this could be the creation of the shadow public service trust	JM/RB	
	Citizens, staff, partners	To launch the new PST brand and identity	<b>Branding</b> – business stationary, web site and signage at corporate facilities to carry new branding while other branding replaced as needed (zero cost)	NW/RB	
	Managers	To keep key managers informed and involved	<b>Public Service Trust Online</b> – ongoing opportunities to keep PCT and council staff informed on developments	JM/KT RB	



		To keep key managers informed and involved in PST developments	<p><b>First Press</b> – keeping staff update with developments</p> <p><b>Leadership Forum</b> – scheduled for October to announce results of consultation and possible creation of a shadow public service trust</p> <p><b>Leadership Online</b> – ongoing opportunity to promote the consultation process to key managers and their role in helping to make it happen</p>	<p>JM/KT RB</p> <p>JM/KT RB</p> <p>JM/KT RB</p>	
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Key to Actions: NP – Neil Pringle; SH – Simon Hairsnape; 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

## Risk

<p><b>Announcement of timescales.</b> Credibility in the public service trust concept will be hit if timescales and milestones are announced and then missed.</p>	High	The steering group should only announce milestones if they are absolutely sure they will be met
<p><b>Consultation.</b> 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	Ensure that the principles and practice for consultation in the strategy reflect best practice
<p><b>Branding.</b> 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	Secure agreement for recommendations for brand structure by second steering group meeting.
<p>The press will assume that re-branding will have involved external consultants and will be costly to implement.</p>	High	No external design work or expense is necessary. Cost of implementation to be minimised.
<p><b>Cynicism.</b> Some stakeholders may perceive that the trust is primarily about securing efficiencies and may fail to engage in the consultation process.</p>	High	Positive language promoting the key benefits and how they affect each stakeholder group to be used throughout communications
<p><b>Silo culture.</b> 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	Case studies to be developed which outline the positive differences to be experienced by service users. The communication and consultation strategy should incorporate events and programmes for engagement across the two organisations - and shared valued should be agreed early in the creation of the new organisation.
<p><b>Clinical engagement.</b> 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	The work group will go to the representative if necessary to engage in the communications and consultation programme

## **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 the scope of the survey be extended to include primary care trust employees or linked with its existing 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.