

Appendix C

Direct Services Communications Plan Draft

Brent Council
July 2010

Document control

London Borough of Brent

Direct Services

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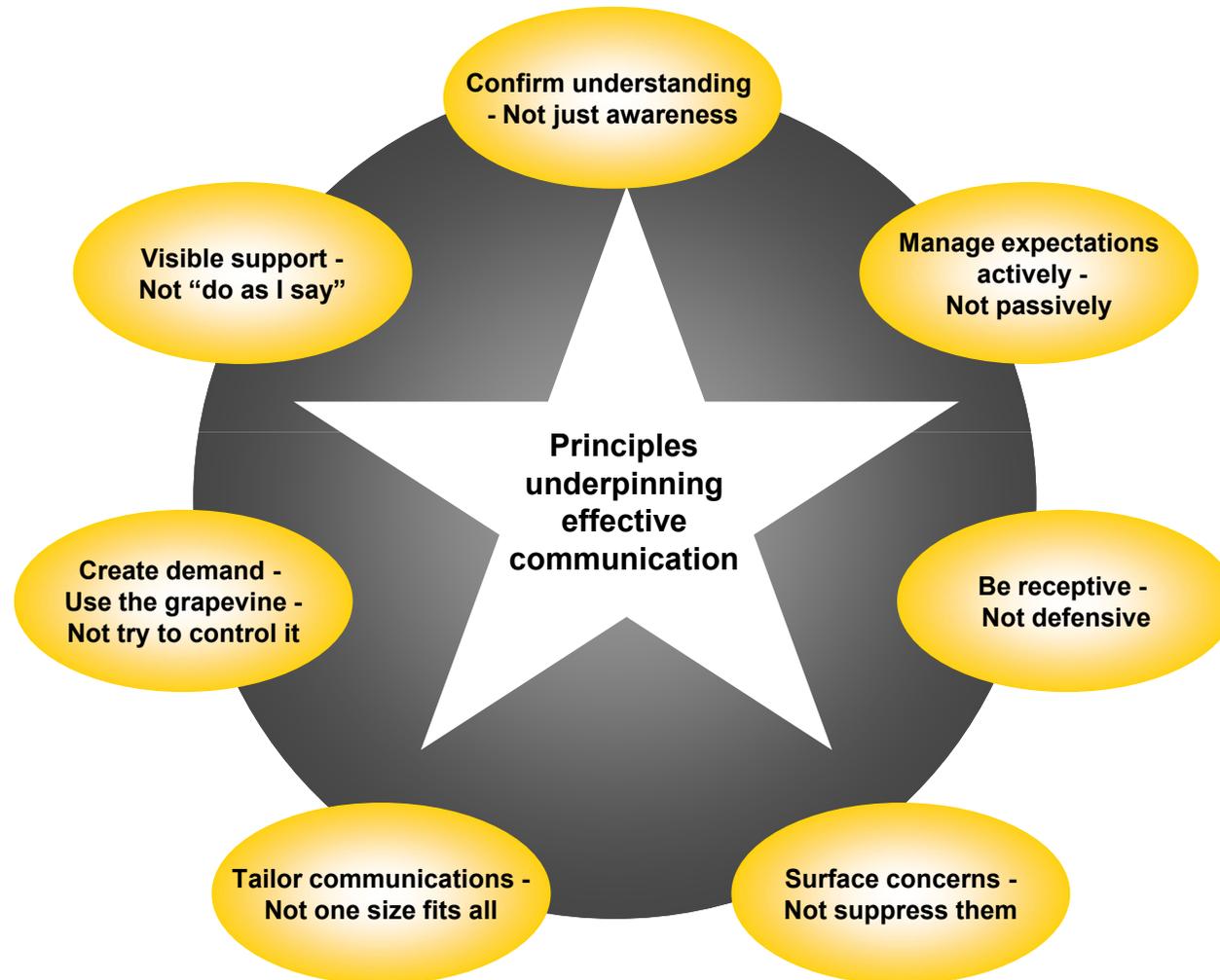
Background

- Direct Services Transformation is the London Borough of Brent's project to transform the delivery of direct or in house services to people with learning disabilities.
- Through it, the council plans to consolidate its various day services and increase independence, customer choice, realising more personalised services.
- Through version one of this document, the council engaged with users and carers through three waves of consultation. Regular discussions were held with members and MPs, and service provider organisations. Over the coming months, this will increase as staff, service users, partners and stakeholders are involved in changing how learning disability services are delivered in Brent.
- Version two (this version) of the Communications Plan outlines how the council will use communication to facilitate understanding and support for the transformation of day services to people with learning disabilities. Our current plans build on feedback and experiences gained during the consultation period.
- The Communications Plan is continually updated as the project develops.

Communications and Engagement Plan Objectives

- To ensure that internal and external stakeholders are engaged and supportive of the Direct Services project, why it is needed and how Brent Council expects to take the transformation forward. To carry out all communications in line with Valuing People recommendations.
- To ensure that key stakeholders are engaged and supportive of the transformation changes, and how they can contribute to the transformation of our services, making effective use of service user forums and advocates where appropriate including the Partnership Board.
- To enable service users and carer views and feedback to be taken on-board to influence the planning of communications events as well as the decisions made and direction taken about the project as a whole.
- To ensure staff across Brent Council understand how business transformation links with business as usual to ensure external stakeholders receive a seamless service.
- To communicate the Direct Services project and wider transformation programme to meet the objectives of the corporate communications and consultations strategies which enhance Brent Council's reputation in the local and national media where appropriate.

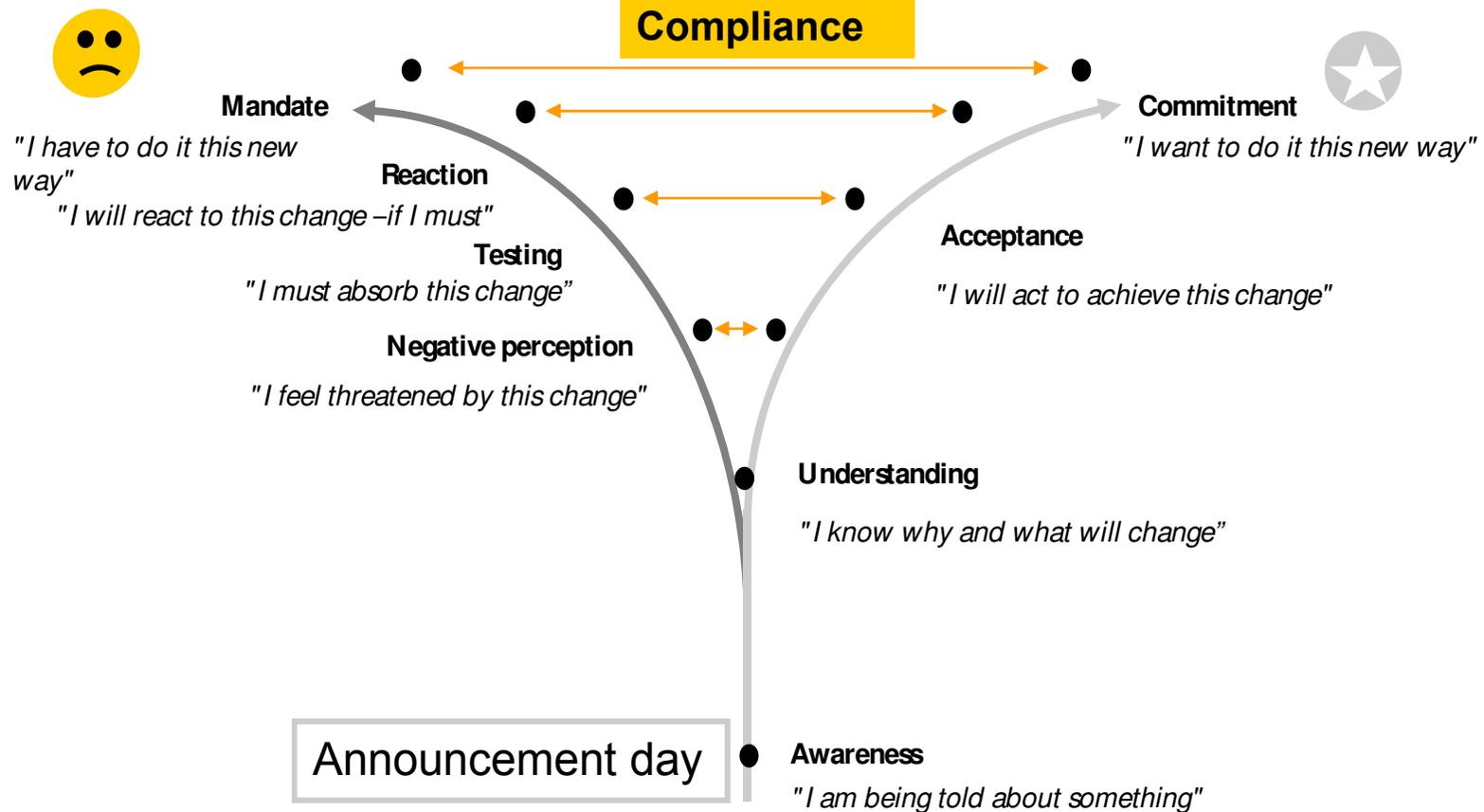
Communication principles



Gaining commitment through communication

The challenge of change management is to move stakeholders up the commitment curve to the point where they are committed to the success of the program and willing to alter the way they behave to support new ways of working. Communications forms a vital role in this.

The Stakeholder Commitment Curve



Key Messages

Key messages – Aims and Objectives

- Brent Council wants to make it easy for vulnerable people to take part in more varied activities so that they can have more of a say in how they work, learn and enjoy leisure and social activities.
- The council believes people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect.
- Brent's Adult Social Care transformation is designed to make this a reality. It presents an overall vision for people with learning and physical disabilities and vulnerable older people.
- The council wants to make sure that the day services meet the needs of service users, now and in the future.
- Our proposals reflect national policy, which says that services for vulnerable people should be tailored to their individual needs and based in the community, rather than in day centres and similar buildings. These services will be delivered by the same organisations that everyone else uses and people can pay for them using their personal budgets. Personal budgets are paid to service users and their carer.
- Experience in other parts of the UK shows that this will improve services by promoting choice, control and independence. It also helps to make services more financially sustainable for the future as public spending becomes more tightly controlled.

Key messages – Direct Services

- The plans for learning disability (LD) services are the most advanced because most day centres in Brent are for people with a learning disability. Users of Stonebridge and Projects urgently need new accommodation as the buildings are not fit for purpose. Similar plans will be developed for older people and physical disability services within the coming year.
- Brent Council proposes to build the new John Bilham Resource Centre as a base for all LD day opportunity activities in the community. More people will go to a different service independently or with a support worker rather than go to the resource centre. The council will need fewer buildings to deliver day services. There will be better access to information and advice about mainstream and community activities.
- When they are eligible for council support people will have a personal budget to choose and pay for the services and support they need. Their personal plans will be regularly reviewed to make sure that they receive the support they need to participate as much as possible in the local community and economy.
- Brent Council will create more opportunities to take part in meaningful activities in the community. The council will buy new services and work with local providers such as the College of North West London to improve access to mainstream services.

Key Messages - Transition

- The proposal is that the move into the John Bilham Resources Centre will happen in several stages:
 - Users from Stonebridge and Projects will move into Strathcona at the end of 2010. People at Strathcona, and at ASPPECTS, will then receive a review of the support they need in order to participate in community activities.
 - At the same time, CASS service users will use Albert Road as a base and all users will adopt the CASS community approach and receive a review of the support they need.
 - The third phase will be to re-design the way day services are provided.
 - The fourth phase will be all services moving to the John Bilham Resource Centre at the end of 2011 for the remaining service users to use as a base.

Brent Council LD day centres

Learning Disability



Communication and consultation activity to date

Consultation and communication with service users

Event	Attendees	Planning	Session description	Lesson learned/feedback
<p>Formal Consultation - Wave 1 Consultation from 2nd to 11th August</p> <p>Wave 2 Consultation from 9th to 23rd September</p> <p>Wave 3 Consultation from 5th to 18th October</p>	<ul style="list-style-type: none"> • Service users with learning disabilities, physical disabilities, and older people 	<ul style="list-style-type: none"> • Initial planning carried out by Project Group and Service User and Carer involvement worker • Input sought at Waves 1 and 2 and used to design the subsequent sessions • Advocates played a significant role in designing the sessions and materials across all waves 	<ul style="list-style-type: none"> • Meetings (2 hours) at the nine Learning Disability, Physical Disability and Older People day centres where Brent Council provides services • Information was carefully designed to match the needs of the groups attending meetings and included key messages and the Day Opportunities strategy • Information was initially presented orally and then service user groups split into smaller groups for a facilitated table discussion (format was changed to accommodate users with learning disabilities) • Service user responses and questions were captured by scribes on flipcharts • In addition to key workers, advocates were present to assist service users in expressing their views at the Strathcona, Stonebridge, Projects and New Millennium meetings • Translators, British Sign Language (BSL) signers and speech therapists were also available when needed to increase communication to and from users • Advocates were present and able to use Makaton to increase communication with LD users with complex needs • One to one meetings were held with officers and advocates to elicit further information where requested 	<ul style="list-style-type: none"> • Users expressed similar concerns over the three waves of consultation • However, those who attended more than one session tended to change their views as they increased understanding of the Council's position • During Wave 1 at Westbrook, the consultation was adapted and instead individual meetings facilitated by voluntary groups were scheduled to meet users needs • Feedback from the session indicated smaller groups encouraged better communication • Advocates most effective when involved as early as possible in the planning process

Communication and consultation with carers and additional service user support

Event	Attendees	Planning	Session description	Lesson learned/feedback
<p>Wave 1 Consultation from 2nd to 11th August</p> <p>Wave 2 Consultation from 9th to 23rd September</p> <p>Wave 3 Consultation from 5th to 18th October</p>	<p>Carers for service users with learning disabilities, physical disabilities, and older people</p>	<ul style="list-style-type: none"> Initial planning carried out by Project Group and Service User and Carer involvement worker Input sought at Wave 1 and 2 carer meetings and used to design subsequent meetings 	<ul style="list-style-type: none"> Meetings (2 hours) held to hear their views on and concerns about the proposed service re-design Information in form of presentation, plenary question and answer and facilitated small group sessions A leaflet with the key messages of the strategy in plain English and easy read was available to all users, as well as a copy of the Day Opportunities Strategy and the online questionnaire A palantypist recorded all discussion, which were projected live on a screen Translators were available when needed One to one meetings were held with officers and advocates to elicit further information where requested Lead Member attended carer meetings and answered questions 	<ul style="list-style-type: none"> Carers did not initially fully understand the concept of personalisation and to improve this case studies were sought and a user who received direct payments brought along to answer questions Carers understanding of the reasoning behind the council's decision improved across the waves even if they did not all explicitly support the project aims Carers who were particularly engaged were encouraged to facilitate small group sessions; this was successful and increasingly occurred through the consultation
Additional service user communication	Key workers and service users	<ul style="list-style-type: none"> Feedback from session indicated further communication through key workers would be beneficial 	<ul style="list-style-type: none"> Key workers attended briefing sessions on communication materials and held sessions with users informally over period of consultation and continue to be a key source of information 	<ul style="list-style-type: none"> Ongoing
Individual carer meetings	Officers and carers	N/A	<ul style="list-style-type: none"> Written communication to all carers who wrote with concerns. Where carers had significant concerns additional support was provided in the form of telephone call or one-to-one meetings 	<ul style="list-style-type: none"> Ongoing

Communication with Members, MPs, and providers

Event	Attendees	Session description	Lesson learned/feedback
<ul style="list-style-type: none"> Lead member briefings July 2010 follow up meetings monthly 	<ul style="list-style-type: none"> Lead Member, officers 	<ul style="list-style-type: none"> Full written and oral briefing with Lead Member 	<ul style="list-style-type: none"> The need to communicate more regularly with Lead Member to ensure continually up to date – important that Member can answer Q&As on an ongoing basis from residents and carers
<ul style="list-style-type: none"> Leader Briefing 	<ul style="list-style-type: none"> Leader, press, officers 	<ul style="list-style-type: none"> Full written and oral briefing with Leader briefing with press including Q&A 	<ul style="list-style-type: none"> Consultation briefings complete. Ongoing
<ul style="list-style-type: none"> Local political party monthly meeting 	<ul style="list-style-type: none"> Local political politicians 	<ul style="list-style-type: none"> Presentation and Q&A session to cross party Members 	<ul style="list-style-type: none"> Consultation briefings complete. Ongoing
<ul style="list-style-type: none"> Providers 	<ul style="list-style-type: none"> Four main provider groups 	<ul style="list-style-type: none"> Specially designed sessions aimed at providers Information in form of presentation, plenary question and answer 	<ul style="list-style-type: none"> Good understanding and support for council’s plans Service providers began turning up to carer meetings so this special session was designed to accommodate them Discussion was wide and varied and covered significant feedback on areas to improve service now and in future and how to involve other external stakeholders in successful delivery of the project e.g. Colleges

Communications approach

Communications Approach

The consultation report and feedback gathered from consultation events will feed into the executive report considered by Members. On the basis of this report, Members will make a decision as to whether the Direct Services project will go ahead in its current form.

Following the decision by Members, a revised Communications Strategy will be taken forward. The remainder of this document assumes the project will continue and sets high level communications objectives for each stakeholder group based on feedback from the consultation process.



- Key worker communication to service user
- On request one-to-ones with carers
- Regular communication with Members and MPs

High level stakeholder analysis Nov 2010

Group A – stakeholders directly affected by the changes

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Service users - LD	<ul style="list-style-type: none"> • High level understanding of Day Services Strategy and project 	<ul style="list-style-type: none"> • Loss of day centres as place to meet socially • Concerned over transport arrangements for other services • Concerned about transition to other/more general services in wider community 	<ul style="list-style-type: none"> • Brent Council wants to make it easy for vulnerable people to take part in more varied activities • SDS and DS will promote choice, control and independence • More people will go to a different service independently or with a support worker rather than go to the resource centre • There will be better access to information and advice about mainstream and community activities • The council will buy new services and work with local providers such as the College of North West London to improve access to mainstream services 	<ul style="list-style-type: none"> • Plain English written and pictorial information • For more complex needs increased simplification and physical communication of messages (through locations) • Briefing sessions with Key workers • Student Council • Advocate involvement in designing info and briefing sessions 	<ul style="list-style-type: none"> • Users understand rationale for DS • Users feel positive about accessing different services and confident these will meet their needs 	<ul style="list-style-type: none"> • Individual users
Carers	<ul style="list-style-type: none"> • High level understanding of Day Services Strategy and project 	<ul style="list-style-type: none"> • Change motivated primarily by saving money • Concerned over safety and capacity in John Bilham • Level of respite for carers • Impact on service users 	<ul style="list-style-type: none"> • Brent Council wants to make it easy for vulnerable people to take part in more varied activities • SDS and DS will promote choice, control and independence • DS will make services financially sustainable for the future as public spending becomes more tightly controlled • Users of Stonebridge and Projects urgently need new accommodation as the buildings are not fit for purpose 	<ul style="list-style-type: none"> • Plain English written information • Formal letter informing of decisions and changes • Briefing sessions with Q&A 	<ul style="list-style-type: none"> • Carers understand rationale for DS • Carers support move to SDS and impact that will have on users 	<ul style="list-style-type: none"> • Individual carers
Staff working in Day Centres	<ul style="list-style-type: none"> • High level understanding of Day Services Strategy and project 	<ul style="list-style-type: none"> • Changes of jobs/roles • Impact on service users • John Bilham capacity 	<ul style="list-style-type: none"> • SDS offers greater choice and control for users and more financial sustainability • Some jobs will change. Staff will be involved in designing the new system and we will consult extensively around HR implications • The council will look to reduce spend on temporary staff first before looking at requirements for permanent staff 	<ul style="list-style-type: none"> • Team meetings • Briefings • Monthly email • Unions 	<ul style="list-style-type: none"> • Staff understand rationale and support move to SDS • Staff support DS project as in best interests of users • Staff understand DS will make future services financially sustainable 	<ul style="list-style-type: none"> • Change champions

Group B – stakeholders indirectly affected by changes and required to act

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Unions	<ul style="list-style-type: none"> Awareness of national agenda and national union stance. Uncertainty over local workforce implications 	<ul style="list-style-type: none"> Changes/loss of job and redundancies 	<ul style="list-style-type: none"> Self directed support offers greater choice and control Staff will be involved in designing the new system We will consult extensively around HR change 	<ul style="list-style-type: none"> Briefing/consultation 	<ul style="list-style-type: none"> Awareness of DS Understanding of HR implications 	
Staff working in housing and community care	<ul style="list-style-type: none"> Awareness of national agenda Uncertainty around implications 	<ul style="list-style-type: none"> Meeting duty of care Changes/loss of jobs Skills/ training implications Changes required in their specific services 	<ul style="list-style-type: none"> Direct Services offers greater independence, choice and control for users We will be working closely with partners to ensure new system is joined up and user receive seamless transition 	<ul style="list-style-type: none"> Workshops with managers and staff Team meetings to cascade messages Written communications(newsletters /email/website) Briefing/ feedback sessions to encourage 2 way communication 	<ul style="list-style-type: none"> Staff understand council rationale for DS Staff support move to SDS as best thing for users Awareness of service based changes for seamless service delivery 	<ul style="list-style-type: none"> Individual managers within discrete teams
Key partners - Health trusts, PVI Sector, Brent Community Services	<ul style="list-style-type: none"> Awareness of national agenda Uncertainty around implications for local partnership working 	<ul style="list-style-type: none"> Impact on joint working/teams/governance/budgets 	<ul style="list-style-type: none"> Direct Services offers greater independence, choice and control for users We will be working closely with partners to ensure new system is joined up and user receive seamless transition 	<ul style="list-style-type: none"> Briefings at partnership meetings Written info pack Consultation 	<ul style="list-style-type: none"> Partners sign up to DS vision Partners understand opportunities to deliver services differently 	<ul style="list-style-type: none"> Partner 'champions'

Group B – stakeholders indirectly affected by changes and required to act

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Members, MPs and Local Politicians	<ul style="list-style-type: none"> Initial engagement begun – understanding varies according to current level of involvement 	<ul style="list-style-type: none"> Meeting duty of care Impact on budget Potential for bad news stories 	<ul style="list-style-type: none"> SDS and DS will promote choice, control and independence Services will become financially sustainable for the future as public spending becomes more tightly controlled Users of Stonebridge and Projects urgently need new accommodation as the buildings are not fit for purpose 	<ul style="list-style-type: none"> Regular personal briefings with portfolio holder and Leader Written information to MPs Presentation at local party monthly meetings Presentation to overview and scrutiny Briefing to Cabinet 	<ul style="list-style-type: none"> Understanding of positive impacts for service users Understanding of requirement for financially sustainable services Members who feel confident dealing with public on Direct Services 	<ul style="list-style-type: none"> Portfolio holder (Ruth Moher)
Providers – current and potential	<ul style="list-style-type: none"> Understanding of day opportunities strategy Low level understanding of future service delivery opportunities 	<ul style="list-style-type: none"> Less control over financial planning/ forecasting Significant changes to business models may be required Costs of administration could increase 	<ul style="list-style-type: none"> Providers who are innovative could attract more business We will work with providers to support the transition 	<ul style="list-style-type: none"> Briefings sessions Written info pack Consultation Engagement through provider fora 	<ul style="list-style-type: none"> Providers identify opportunities presented by DS Providers see themselves as key partners in the delivery of new and innovative care solutions and take part in planning 	<ul style="list-style-type: none"> Key providers

Group C – stakeholders indirectly affected by changes without the need to act

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Council workforce	<ul style="list-style-type: none"> Limited awareness of national agenda Inconsistent understanding of impact of DS and SDS in Brent, inc timescales and workforce implications 	<ul style="list-style-type: none"> Confusion as to what the changes mean Changes to jobs/increased workloads Impact on service users 	<ul style="list-style-type: none"> DS offers greater independence choice and control for users DS puts delivery of services on a more sustainable financial footing We will continue to meet duty of care 	<ul style="list-style-type: none"> Written communications (newsletters/email/web site) Town hall/leadership meetings 	<ul style="list-style-type: none"> Understanding of rationale for DS project Council workforce think SDS is the right thing to do for service users 	<ul style="list-style-type: none"> Corporate change/comms
Brent residents	<ul style="list-style-type: none"> Very little understanding 	<ul style="list-style-type: none"> People being cared for properly Impact on Council Tax/Value for money 	<ul style="list-style-type: none"> DS offers greater choice and control for users DS puts delivery of services on a more sustainable financial footing 	<ul style="list-style-type: none"> Briefings/consultation Local media articles 	<ul style="list-style-type: none"> Understanding of Council rationale for DS Support for SDS positive impacts for service users 	-
DCLG	<ul style="list-style-type: none"> Awareness of national agenda Uncertain of local plans 	<ul style="list-style-type: none"> Feasibility of roll out within timeframes Negative impact on service users 	<ul style="list-style-type: none"> DS executed in timely fashion with proper user consultation 	<ul style="list-style-type: none"> Written communication 	<ul style="list-style-type: none"> Continuing support from CLG 	-

Appendix

Direct services transformation

Consultation schedule – wave 1

August 2010

Overview (1/3)

Date	Centre	Group	Time	Resources	
Mon 2/8	Strathcona & ASPPECTS Address: 5 Strathcona Road Wembley HA98QR	a. Strathcona users (60 approx)	10.45am-12.15pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Scribes: Bola, Nisha, Owen •Advocates: Rita, Sharon
		b. ASPPECTS users (12 approx)	1.30-3pm	•Facilitation: Key workers •Project officer support: Nancie	•Speech and Language assistant: Jennie
		c. Staff (15 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Peter Kendal
		d. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Peter Kendal
		e. Carers (40 approx)	6-8pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Note taker: Palen typist
Tues 3/8	Albert Road Address: Albert Road NW65DE	a. Users (30 approx)	10.45am-12pm	•Presenter: Alison •Facilitation: Nancie/Fran/Fay	•Assistants: key workers •Speech and Language assistant: Jennie
		b. Staff (12 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Gayle
		c. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Gayle
		d. Carers (30 approx)	6-8pm	•Presenter: Alison •Facilitation: Nancie, Fran	•Note taker: Palen typist
Wed 4/8	Stonebridge & Projects Address: Twybridge Way London NW10 0ST	a. Users (60 approx)	10.45am-12.15pm	•Presenter: Alison •Facilitation: Nancie, Beverly (tbd), Fran	•Scribes: Bola, Nisha, Owen •Advocates: Rita, Sharon •Interpreter/BSL signer: Niranjan Joshi /Zane
		c. Staff (27 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Anna McArthur
		d. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Anna McArthur
		e. Carers (30-40 approx)	6-8pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Note taker: Palen typist •Interpreter: Niranjan Joshi



Overview (2/3)

Date	Centre	Group	Time	Resources	
Thurs 5/8	CASS Address: Willesden Centre for Health and Care Robson Avenue Brent Park, London NW10 3RY	a. Users (5 approx)	10am-12pm	<ul style="list-style-type: none"> •Presenter: Alison •Facilitation: Nancie/Fay/ran 	<ul style="list-style-type: none"> •Assistants: key workers •Speech and Language assistant: Jennie
		b. Carers (5 max)	12-2pm	<ul style="list-style-type: none"> •Presenter: Alison •Facilitation: Nancie, Fay, Fran 	<ul style="list-style-type: none"> •Note taker: Palen typist •Interpreter: Niranjn Joshi
		c. Staff (11 approx)	3.30-5pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	<ul style="list-style-type: none"> •Note taker: Gayle
		d. Managers (2)	5-5.30pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	<ul style="list-style-type: none"> •Note taker: Gayle
Fri 6/8	Westbrook Address: 51. LONGSTONE AVENUE. HARLESDEN. NW10 3UN	a. Staff (x approx)	3.30-5pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	<ul style="list-style-type: none"> •Note taker: Bhisma Thapa
		b. Managers (2 approx)	5-5.30pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	<ul style="list-style-type: none"> •Note taker: Nancie
		c. Carers (60 approx)	6-8pm	<ul style="list-style-type: none"> •Presenter: Senel •Facilitators and scribes: Senel, Fay, Nancie 	<ul style="list-style-type: none"> •Note taker: Palen typist
Tues 10/8	Kingsbury Address: 364B, Stag Lane London NW9 9AE	a. Users (30 approx)	10.45am-12pm	<ul style="list-style-type: none"> •Presenter: Alison (30 min only) •Facilitators and scribes: Clive, Fay, Nancie 	<ul style="list-style-type: none"> •Advocates: Advocacy Partners (tbd) •Interpreter: Niranjn Joshi
		c. Staff (9 approx)	3.30-5pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	<ul style="list-style-type: none"> Note taker: Pat Stewart
		d. Managers (2 approx)	5-5.30pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	<ul style="list-style-type: none"> Note taker: Pat Stewart
		e. Carers (30 approx)	6-8pm	<ul style="list-style-type: none"> •Presenter: Alison •Facilitators and scribes: Clive, Fay, Nancie 	<ul style="list-style-type: none"> •Note taker: Palen typist

Overview (3/3)

Date	Centre	Group	Time	Resources	
Wed 11/8	New Millennium Address: 1 Robson Avenue, Willesden, London. NW10 3SG	a. Users (35 approx)	10.45am-12pm	<ul style="list-style-type: none"> •Presenter: Alison •Facilitators: Clive, Nancie, Fay 	<ul style="list-style-type: none"> •Advocate: Jimmy Talisford •Scribe: Bola, Gayle •Interpreters/BSL signer: Niranjan Joshi /Portuguese interpreter /Zane/Rob
		b. Staff (16 approx)	3.30-5pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	Note taker: Pat Emanuel
		c. Managers (2)	5-5.30pm	<ul style="list-style-type: none"> •Presenter: Alison •HR support: Nancie 	Note taker: Pat Emanuel
		d. Carers (10/20 approx)	6-8pm	<ul style="list-style-type: none"> •Presenter: Clive •Facilitators and scribes: Clive, Fay, Nancie 	Palen typist