

# Royal Borough of Windsor and Maidenhead Communications Plan

Project Details	
Project Name	Delivering Adult Services Differently
Aim of Project	To continue to deliver quality services to adults in the Royal Borough by seeking new and innovative outcome-based delivery models which promote partnership and secure growth, resilience and sustainability.
Project Manager	Hilary Hall, Head of Commissioning Adults, Children and Health
Project Sponsor	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Communications Lead	Louisa Dean, Communications and Marketing Manager
Date	October 2016

Communication objectives
<p>Delivering Adult Services Differently with staff, partners and our communities underpins the strategic priorities of the Corporate Strategy.</p> <p>This plan focuses on the communications activity that will be delivered to raise awareness of the changes taking place. As the work with Wokingham Borough Council and Optalis proceeds this will then be developed into a joint plan. All communications are designed to provide the right information, to the right people at the right time so that:</p> <ul style="list-style-type: none"> <li>• Our staff, in adult services as well as wider council colleagues, understand the rationale for the changes and the impact for them.</li> <li>• Residents, particularly those using the service, understand what the changes will mean for them individually.</li> <li>• Our partners are aware of and understand the changes and positively reinforce the messages of change to their employees and service users.</li> <li>• There is no disruption to service – residents know throughout the change period how they can access the services.</li> </ul> <p>A central element of the programme has been and will continue to be about engaging with staff – those in the service area as well as the wider council.</p> <p>The change taking place is:</p> <p>The formation of a partnership with Wokingham Borough Council to deliver our services through the Local Authority Trading Company (LATC) – Optalis, from 1 April 2017. This will be jointly owned by Wokingham Borough Council and the Royal Borough of Windsor and Maidenhead.</p> <p>The leadership teams from the council's adult services and Optalis will work together to oversee the transfer of the council's staff into Optalis on 1 April. Throughout the next six months, staff will be fully engaged in a wide range of workstreams covering: HR, ICT Governance, and service delivery to ensure successful transfer of the service.</p>

### Audiences / Stakeholders

- Elected Members
- Staff in adult services
- Wider council staff
- Residents
- Service users
- Strategic partners
- Optalis
- Wokingham Borough Council
- Community and voluntary sector

### Key messages

- As part of the council's transformation process exploration has taken place on how services can be delivered differently, while retaining the focus on quality, high level of outputs and outcomes.
- Our ambition as a council is to secure high quality services for our residents. These services will be delivered through staff employed directly by the council or through staff employed through our partner companies or contractors.
- The council will move away from being the sole provider of many services and enter into partnerships with other public, private and voluntary sector companies organisations. Initially our staff will be transferred into the array of companies delivering The Royal Borough's statutory and discretionary functions.
- Councillors will continue leading the council – the difference is that as councillors they will be shareholders on companies that we part own and be representatives on boards of companies we are solely contracting, to deliver services.
- The senior management team of the council will work differently in the future. Rather than leading and managing a mixture of services they will manage the contracts to ensure delivery of the services that our residents want and need.
- Forming a partnership with Wokingham Borough Council, and becoming a shareholder in Optalis, is an important step. All of the Royal Borough's statutory Adult Services will transfer into the company. Our services will sit alongside Wokingham Borough Council services already in Optalis. The joining of the two sets of services will increase the resilience of both; provide opportunities for the council's workforce – in terms of learning; skills development and promotion and open avenues for growing the business delivered through our new company.
- Both councils anticipate through combining the services into a Local Authority Trading Company there will be increased opportunities to secure increased levels of resources to meet residents' needs through having access to different income streams and through increasing the freedoms and flexibility of the service to operate in a competitive market.
- Residents will continue receiving services located in the borough and be served by staff

who currently deliver services in the borough.

- Staff terms and conditions are protected, supervision, training and development will continue as current. They will also remain working in our buildings.

#### Communications risks and mitigation

Risk	Mitigation
Staff concerns.	Extensive consultation with staff and unions to develop their understanding and mitigate their anxiety.
Service users and clients do not fully understand the changes and therefore raise concerns.	Engagement with the key people to develop their understanding. Press briefing sessions. Proactive/reactive media.
Staff and service users feel disengaged with the process.	Open, honest and regular communications at all times through briefings and easy to access information.
Partners' anxiety.	Open and regular communications at all times through strategic boards and briefing sessions.

#### Milestones

- Cabinet briefing – 6 October
- Staff briefings – Adult services – 17 October
- Staff briefings – support staff – 18 October
- Press briefing (under embargo) – 18 October
- Scrutiny panels – 18/20/25 October
- Cabinet – 28 October
- New delivery method starts 1 April 2017

#### Protocol – approvals and spokespeople

- Any communications material will be approved by the Lead Member for Adult Services, Managing Director/Strategic Director Adult, Children and Health Services and/or Head of Commissioning - Adult, Children and Health.
- Key spokespeople will be the Lead Member for Adult services and the Managing Director/Strategic Director Adult, Children and Health Services as well as the Leader.

#### Key methods and tools (if appropriate)

Methods and tools	Purpose
Briefing sessions for staff and partners	To provide the latest information and engage them in the process
Face to face meetings with staff and service users	To provide the latest information and engage them in the process
'Delivering Differently' section - hyperwave	Dedicated section containing updates and project information for the staff
Frequently asked questions and answers sheet for staff - hyperwave	To capture and respond to ongoing queries and/or issues
Proactive media work	To ensure the media are aware of the messages and why the process is taking place
Reactive media statements	In response to key milestone/decisions made
Social media	To issue immediate information when appropriate