

LEICESTERSHIRE ADULTS AND COMMUNITIES

Leicestershire Extra Care Housing Communications Plan 2011

Promoting Independence... Changing Lives

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Introduction

Introduction

Extra Care Housing Strategy 2010 -2015 aims to reform and modernise traditional residential care provision in Leicestershire to help better meet the needs and expectations of older people in the County, including those individuals who live in their own home and fund their own care and support needs.

Good communication is essential to successfully deliver the objectives and outputs of the Extra Care Housing Strategy. One of the Strategy's critical success factors will be to ensure regular two-way communication to all stakeholders at a level appropriate to their needs and using channels they can access.

This process must be two-way (both vertical and lateral) with all stakeholders being encouraged to contribute as well as being kept up to date with progress. It is important that those with an interest are kept informed and encouraged to contribute ideas to enable the Strategy to be implemented effectively.

This Plan details the different channels of communication that will be used to achieve the following objectives, how they will be used, when they will be used, what information will be provided and by whom.

Key Objectives

- To manage communications in a structured and proactive manner.
- Raising the profile of our vision.
- Clarifying understanding of the Strategy through consistency of message.
- Identifying opportunities to develop services in a joined up way and building stronger partnerships between public services and the public.
- Promoting and sharing best practice from existing initiatives.
- Ensuring effective engagement and contribution from all stakeholders.

Success will be judged by seeking feedback from stakeholders, including staff, about the range, quality and accessibility of the communication material issued.

Key Audiences

The audience for this Plan includes:

- Local Authorities (Housing, Social Care, Property, Asset Management, Finance, Legal, Procurement, Planning)
- Housing Providers
- Housing Developers
- Registered Social Landlords

- Support and/or Care Providers
- Health authorities
- Homes Communities Agency (HCA)
- Voluntary Sector
- Independent sector
- Charities
- Service users and carers
- Architects
- Surveyors
- Local people

Communication Principles

The following principles are taken from Leicestershire County Council's Corporate Communication Strategy (Section 5).

Communications should be

- Honest, open and accurate.
- Available in a range of accessible formats.
- Clear, simple and user-friendly.
- Consistent and relevant.
- Timely and current.
- Legitimate, in accordance with relevant legislation, codes of practice and with the Council's own protocols and guidelines.
- High quality.
- Monitored and reviewed on a regular basis.
- Cost-effective.

In addition, communications for this Plan will:

- Provide clear contact details to enable effective and responsive feedback.
- Be evaluated so that lessons learned will inform the Council's strategic approach to managing communications.

Strategic Context

Key Themes

Key themes that have emerged from relevant national policies on older people over the last 10 years have a core focus on the individual and emphasise:

- Supporting older people at home as far as possible.
- Providing a wider range of choices of both housing and care and support.
- Supporting people to be as independent as long as possible, as they age.
- Cultural sensitivity, which underpins the strategic priorities both nationally and locally, in line with the government's commitment to multiculturalism.

Traditional residential care is increasingly seen as a costly option, occupied by people who are either extremely frail or mentally incapacitated. It is also perceived as having a deteriorating impact on an individual's quality of life.

Demography

Changes in demography over the last ten years have seen an increasing number of people living longer. These changes are likely to have the most significant impact on the demand for future housing related support and care services.

The growth of the older population presents an emerging challenge for social care and health policy makers, given the significant impact this will have in the provision of health and social care services.

Harborough is expected to experience the biggest percentage increase in those aged 65 and over within the County, but there are significant increases projected across the whole County. As a result these areas need to ensure the capacity of services is increased to account for a potential increase in the number of people over 65.

Extra Care Housing Strategy 2010-2015

The Extra Care Housing Strategy aims to give people in Leicestershire new and modernised specialist housing that is accessible and part of the community and that older people will aspire to live in. Extra Care Housing will create balanced communities with more homes with choice.

Aims of the Strategy:

- To provide an additional 500 additional Extra Care units across Leicestershire.
- Accessible buildings with smart technology that make independent living possible for people with a range of abilities.
- More cost effective housing options than more conventional forms of care and support, such as residential care

- Allocate tenancies to people who would otherwise be considered for a residential care placement.
- A viable option to residential care that is more cost effective
- Prevention of unnecessary hospital admissions.
- Reduction in delayed transfers of care from hospitals.
- Supporting people in need of care and support to remain independent, or age in one place without having to move.
- Enabling couples to continue to live together.
- Giving people more lifestyle choices and a range of tenure options.
- A flexible and adaptive approach to the care of older people, based on individuals needs this can increase or diminish according to circumstances.

Actions planned:

- Identifying prospective sites including reviewing and current accommodation provision and services and its potential for conversion to extra care.
- Identifying the needs of BME older people.
- Financial Modelling: Exploring the full range of revenue and capital funding possibilities, particularly in relation to partnership with the private and voluntary sectors.
- Constructing a model for procurement of approximately 500 units across Leicestershire. This will include the existing Elderly Person Home (EPH) Catharine Dalley and Silverdale site in Melton for re-development to Extra Care Housing, to include specialist Dementia Care.

The Communications Plan

The Communications Plan will be updated annually and will play a vital role in delivering the aims of the Extra Care Strategy 2010 - 2015 by:

- **Promoting healthier communities** requires us to enable people to make healthy lifestyle choices and take control of their own health. This will involve providing up to date and inspiring information using a range of channels including leaflets, new media (DVDs), the Website, public events and press articles.
- **Putting people at the centre of everything we do** requires us to develop our engagement agenda. This will mean a strong focus on developing the culture of person centred assessment and planning across all service areas. Also a focus on staff communications, customer services and developing staff interpersonal skills.
- **Focussing on outcomes** requires us to build on good practice and develop further ways to really listen to the people who use our services. This will require us to set up systems to collate and use the range of information from consultation, complaints and satisfaction forms.
- **Improving commissioning** requires partnership approaches to be developed. Joined up services require joined up communications activity. Developing and tailoring information and communication services to meet specific needs.
- **Making a difference** requires excellent internal and external communications. All staff and partners need to understand the vision and aims and also be recognised and valued for making a difference. We also need to share, learn from and celebrate best practice through good communications.

What we have done so far...

- A4 leaflet produced in March 2008 (needs revising/updating).
- Extra Care Strategy 2010- 2015 launched in January 2010.
- Steering Group formed in Feb 2010 to take forward the Strategy.
- Stakeholder Event held in April 2010 to launch Strategy.
- Service User Focus Group consultation from Feb – May 2010 for Housing Related Support Strategic Review.
- Consultation with Current Service Users in June 2010.
 - Questionnaires distributed for Older People's Housing Related Support Strategic Review.

Communication Challenges

The challenge of Communications is to raise awareness, encourage participation and provide people with information in a way that they acknowledge, understand and believe.

Key communications challenges are to:

- Communicate the purpose of the Extra Care Housing Strategy to all stakeholders, treating them with equal importance and actively engaging them in the process.
- Have a focus on internal communications but ensure that internal and external channels will be inextricably linked so that messages reach different audiences at the same time.
- Give opportunities for stakeholders to say what they want and address issues of concern.
- Sensitively support dialogue and debate, rather than conveying key messages from 'experts'. This way staff can find solutions to local situations.
- Create an attitude of 'We are all in this together' with Partners.
- Minimise the price people believe they must pay for Extra Care Housing, by communicating and showing the benefits of desired outcomes, and engaging people in finding their own solutions.
- Use positive images to convey positive messages about what we are already doing and what we want to achieve.
- Create opportunities to share information and contributions in ways that are relevant to people's understanding.
- Communicate by example, by creating opportunities for people to trial actions and experience success – visiting Extra Care Schemes and talking with Scheme staff and residents.
- Develop communication plans for all new projects and directives and encourage staff to use high quality communications e.g. media, events, leaflets to help achieve their objectives.
- Develop a strong joined up approach to communications with our key partners of whom many are becoming our direct employees so these boundaries are becoming more blurred.

Messages

A Communications Plan needs to have a set of consistent messages that form the basis of all communications so that messages are standardised to all service areas. These messages need to be clear, concise and easily understood.

These will include the following:

- An explanation of the national and local agenda.
- An explanation of the Extra Care Strategy 2010 – 2015.
- The aims of the Strategy.
- A written outline of the vision in easy understandable terms including examples of possible outcomes.
- What has happened so far and where we are now.
- The impact on service delivery.
- What it means for the people staff support.
- A Showcase of excellent examples of new ways of service delivery.
- An outline of the scope of benefits for service users and carers.
- Consistent language.
- An explanation that skill gaps will be identified and met by learning development and training.
- What happens next?
- How we will keep staff involved and informed.

Communication Channels

We will utilise the following methods and channels for the delivery of messages these include:

- Personal contact with service users e.g. meetings, assessments
- Intranet / Internet
- Board meetings
- Communications networks
- Public events, exhibitions, displays, road shows
- Notice boards
- Cascade briefings
- Broadcasting
- Events and training
- Policy papers and procedures
- Information leaflets, posters and the web
- Staff Bulletin, Leicestershire Matters and Business Issues
- Local and national media
- DVDs
- Presentations
- Face to face communications e.g. supervision, staff appraisal,

Action Plan

Action / Description	Start Date	Due Date	Progress	Notes	Lead/Team	Next steps	Frequency
January 2011-December 2011							
ECH Strategy Stakeholder Event	Feb 10	Apr 10	Achieved	Event to launch the ECH strategy to wide ranging stakeholders	ECH Lead	Formulate Action Plan to take forward issues raised at the Event	One off
Service Standards	Apr 10	Oct 10	Achieved	Circulated and on LCC website	ECH Lead	To be revised Oct 2011	Annually
Housing Related Support Service User Consultation	Jun 10	Aug 10	Achieved	Analysis in the Strategic Review of Housing Related Support Services (Nov 10)	ECH Lead	Recommendation to jointly commission support and care services, realign support and care charges/hours to be consistent across existing services.	One off
Soft Market Testing Melton Solution	Dec 10	Jan 11	On-going	Soft market testing for Catharine Dalley/Siverdale Site	EPH Project Lead	Will give an indication of market interest from potential developers/housing providers for mainstream ECH development	One off
Engagement with Districts/Developers/Housing	Jan 11	Mar 11	On-going	Discussing potential	ECH Project Officer	Feed into the financial modelling	On-going

Providers at Officer level				site/schemes for development		options appraisal	
Workshop (Asset Management Teams, Districts, Housing, Health : Assembly of a County wide portfolio of Extra Care development sites	Jan 11	Feb 11	Not started	Identification of a portfolio of potential development sites/assets Identification of existing sheltered schemes for ECH	Project Officer/Asset Management Lead	Feed into the financial modelling options appraisal	One off
ACES Workshop	Mar 11	Apr 11	Not started	Discussion group - sharing good practice	Property	Feed into the financial modelling options appraisal	One off
Developers and Housing Providers Stakeholder Workshop	May 11	Jun 11	Not started	Discussion on final outcome of financial modelling	Project Officer/ECH Lead	Project Management Plan for Procurement exercise for ECH	One off
Update current leaflet on ECH and devise other promotional material on ECH development for wider stakeholders	May 11	Jun 11	Not started	Await action until final outcome of financial modelling decided	Project Officer/ECH Lead	Agree material with steering group including timing of distribution	One off
Awareness raising for wider stakeholders, including customers	May 11	Dec 11	Not started	Stakeholder and Forums to promote ECH development	ECH Lead	Agree format and timings with steering group	One off
Update Communications Plan – produce plan for 2012	Nov 11	Dec 11	Not Started	Deciding on actions for 2012	ECH Lead	Agree actions for 2012 with steering group	One off

Key:

ECH: Extra Care Housing

EPH: Elderly Persons Home