

**Bridgend County Borough Council**  
**Remodel Residential Care and Development of Extra Care**  
**Communications Strategy**



**0. Document Control**

0.1 Version Control

| Version | Status | Date     | Author          | Amendment Details |
|---------|--------|----------|-----------------|-------------------|
| 1       | Draft  | 17/08/16 | Jonathan Flower |                   |
| 2       | Draft  | 22/02/17 | Jonathan Flower | Updated Section 4 |

**1. Purpose**

The purpose of the Communications Strategy is to define:

- the overall communication objectives for the duration of the project
- the key messages that apply for the duration of the project
- a strategy that fits the needs of all the stakeholders identified
- an initial communications plan

**2. Overview of Communication Objectives**

Effective communication will be a critical success factor for this project. This will include bringing together communication leads from the different partners in the project to address the following communication objectives. These objectives link to actions identified as risks/issues where appropriate:

- Stakeholder mapping; identification of and information about all key stakeholders and their communication requirements.
- Development of a stakeholder communication plan.
- Project marketing; including branding and publicity, conferences, website, twitter, publications, research findings etc.
- Communication plan resources; identifying who will lead different communication activities and what supporting resources are available to contribute to this.

**3. Key Messages**

The following are the over-arching key messages that need to be communicated to all stakeholders in relation to this project. The key messages to communicate over the life cycle of the project may change over time and will be updated here to reflect this:

1. The existing residential buildings are not sustainable long term and the Council is committed to developing modern services which can meet future demands.
2. The Extra Care schemes have been developed as part of ongoing plans to modernise residential care services; transition of residents and not closure of homes.

3. Extra care housing enables older people to live in their own homes and maintain their independence in a safe and secure environment with an onsite care service specifically tailored to meet individual needs. This package of care can also be adjusted according to changing needs.
4. Care staff are available on site and provide personal care to those who have been assessed and meet the eligibility criteria. The accommodation also meets the needs of varying levels of care and support needs.
5. Facilities normally include an activities room, a restaurant, a salon, laundry facilities and communal lounge and gardens.
6. Extra care services can act as a community hub and can meet the needs of the wider community. It is possible to offer day services with activities and respite. It can also offer employment opportunities to the local community.
7. The Council and Linc-Cymru have worked successfully together on joint developments in the past. Linc-Cymru has a reputation for delivering high quality accommodation and an excellent customer experience for their tenants. They are committed to delivering homes and services that promote wellbeing, dignity and choice for older people.
8. The Council and Linc-Cymru acknowledge the importance of staff contribution to the development and therefore will endeavour to engage with staff as much as possible.
9. The Council and Linc-Cymru are committed to sharing as much information as possible with families, carers and their loved ones and will value their feedback on the design of the Extra Care facilities.
10. To reassure existing service user's families and carers of our commitment to the continuity and quality of care their loved ones will continue to receive in our residential services. We do not want them to experience any anxiety.
11. We welcome correspondence in Welsh.

**4. Communication Strategy**

| <b>Stakeholder Group</b>                                       | <b>Communication Method</b>   | <b>Responsibility</b>  | <b>Frequency</b>   |
|--|---|--|--|
| Staff in existing residential establishments                   | Letter<br>FAQs<br>Engagement meetings<br>Newsletter   | Carol Owen / Jonathan Flower / Residential Managers / Celia Ware / Fay Bowen | When new information is available<br><br>Bimonthly newsletter                            |
| Social Workers / IRMC (Information Referral Management Centre) | Newsletter<br>Bridgenders   | Celia Ware / Jonathan Flower   | When new information is available<br><br>Bimonthly newsletter                            |
| Linc-Cymru Housing Association                                 | Newsletter<br>Linc-Cymru intranet<br>Linc-Cymru external website<br>Yammer<br>Social media          | Jo Yellen / Contractor   | When new information is available<br><br>Bimonthly newsletter                            |
| Existing service users (permanent & respite)                   | Residential meetings / Coffee mornings /<br>FAQs<br>Advocacy<br>Newsletter<br>Social Worker Reviews | Carol Owen / Jonathan Flower / Residential Managers / Celia Ware / Fay Bowen | When new information is available<br><br>Bimonthly newsletter<br><br>Six monthly reviews |
| Families & carers of service users in existing residential     | Letter<br>FAQs  | Carol Owen / Jonathan Flower / Residential Managers                          | When new information is available  |

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| establishments  | Engagement meetings<br>Coffee mornings<br>Newsletter         | / Celia Ware / Fay Bowen                                   | Bimonthly newsletter                             |
| New service users   | Face to face discussion<br>Residential Agreement Contract    | Social Workers<br>Residential Managers                     | When placing new service users                   |
| Mental Health Liaison Team<br>Health (GP, District Nurses)  | Cluster meeting  | Carmel Donovan / Fay Bowen<br>Celia Ware                   | Monthly standard item                            |
| Local communities where the new schemes are being developed | Contractor Newsletter<br>Engagement meetings / School visits | Contractor<br>Jo Yellen                                    | Two monthly or when new information is available |
| Community Councils  | Newsletter   |  | Bimonthly newsletter                             |
| Cabinet & Ward Members                                      | Newsletter<br>Briefing Meetings                              | Carol Owen / Jonathan Flower / Angie Bowen / Jackie Davies | Bimonthly newsletter                             |

## 5. Communication Plan

*This section needs to be refreshed on a 2, 3, or 6 month rolling basis to reflect the detailed communications planning.*

| ID | Action   | Latest date for action to complete | Owner                                   | Status   |
|----|--|------------------------------------|---|--|
| 1  | Letter sent to staff   | 28/10/13                           | Sue Cooper & Carol Owen                 | Letter sent 28/10/13   |
| 2  | Letter sent to families / carers – Invite to coffee mornings | 28/10/13                           | Carol Owen                              | 14 <sup>th</sup> ,15 <sup>th</sup> ,18 <sup>th</sup> ,20 <sup>th</sup> November 2013 |
| 3  | Engagement meetings with staff, HR & Trade Unions present    | 08/11/13                           | Sue Cooper & Carol Owen                 | 5 <sup>th</sup> ,6 <sup>th</sup> ,8 <sup>th</sup> November 2013                      |
| 4  | Letter sent to staff   | 17/10/14                           | Sue Cooper, Jacqui Davies ,Carol Owen   | Letter sent 17/10/14   |
| 5  | Engagement meetings with staff, HR & Trade Unions present    | 31/10/14                           | Sue Cooper, Jacqui Davies ,Carol Owen   | 23 <sup>rd</sup> ,28 <sup>th</sup> , 31 <sup>st</sup> October 2014                   |
| 6  | Letter sent to families / carers – Invite to coffee mornings | 28/11/14                           | Carol Owen, Jacqui Davies               | 16 <sup>th</sup> ,17 <sup>th</sup> ,18 <sup>th</sup> ,19 <sup>th</sup> December 2014 |
| 7  | Letter sent to staff   | 18/11/15                           | Carol Owen, Jonathan Flower             | Letter sent 18/11/15   |
| 8  | Letter sent to families / carers                             | 23/11/15                           | Carol Owen, Jonathan Flower             | Letter sent 23/11/15   |
| 9  | Engagement meetings with staff, HR & Trade Unions present    | 22/01/16                           | Carol Owen, Angie Bowen, Jacqui Davies  | 14 <sup>th</sup> ,15 <sup>th</sup> ,18 <sup>th</sup> ,22 <sup>nd</sup> January 2016  |
| 10 | Letter sent to families / carers                             | 08/02/16                           | Carol Owen, Jonathan Flower             | Letter sent 08/02/16   |
| 11 | Letter sent to families / carers                             | 07/04/16                           | Carol Owen, Jonathan Flower             | Letter sent 07/04/16   |
| 12 | Letter sent to staff   | 07/04/16                           | Carol Owen, Jonathan Flower             | Letter sent 07/04/16   |
| 13 | Communication Workstream                                     | 07/04/16                           | Carol Owen, Jonathan Flower, Linc-Cymru | Meeting held 07/04/16  |
| 14 | Press release  | 13/04/16                           | Carol Owen, Jonathan Flower, Liam Ronan | Released 13/04/16  |
| 15 | Provide case studies for photo film to showcase Extra Care   | 21/04/16                           | Catherine Divers (Linc-Cymru)           | Case studies finalised 09/05/16  |

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|    |  |          |                             |  |
|----|--|----------|-----------------------------|--|
| 16 | Review existing film to showcase Extra Care  | 30/04/16 | Claire Lewis (Linc-Cymru)   | Existing film quite historic and some tenants have passed away. Therefore not suitable for use |
| 17 | Staff champions visits to ECH Schemes  | 31/05/16 | BCBC, Linc-Cymru            | Visit arranged for 25/05/16  |
| 18 | Linc-Cymru engagement / introduction meetings with staff                           | 31/07/16 | BCBC, Linc-Cymru            | 15 <sup>th</sup> , 21 <sup>st</sup> , 23 <sup>rd</sup> June 2016                               |
| 19 | Linc-Cymru engagement / introduction meetings with service users families / carers | 31/07/16 | BCBC, Linc-Cymru            | 15 <sup>th</sup> , 21 <sup>st</sup> , 23 <sup>rd</sup> June 2016                               |
| 20 | Community Newsletters  | 31/07/16 | BCBC, Linc-Cymru            |  |
| 21 | Staff FAQs   | 26/09/16 | Carol Owen, Jonathan Flower | Provided to residential managers 23/09/16  |
| 22 | Families / carers FAQs   | 31/07/16 | Carol Owen, Jonathan Flower | Provided to residential managers 23/09/16  |
| 23 | Film to showcase Extra Care  | 26/09/16 | BCBC, Linc-Cymru            | Completed 26/09/16   |
| 24 | Drop in Engagement event, Heronston Hotel  | 26/09/16 | BCBC, Linc-Cymru            | Held 26/09/16  |
| 25 | Families / carers champions visits to ECH Schemes                                  | TBC      | BCBC, Linc-Cymru            |  |
| 26 | Communication with Members   | Ongoing  | Carol Owen, Jonathan Flower |  |
| 27 | Communication with Social Workers  | Ongoing  | Jackie Davies, Carol Owen   |  |
| 28 | Communication with respite families  | TBC      | Carol Owen                  |  |
| 29 | Local ward members engagement  | TBC      | Jo Yellen                   |  |
| 30 | Community Council engagement   | TBC      | Jo Yellen                   |  |
| 29 | Community engagement   | TBC      | Jo Yellen                   |  |
| 30 | Ancillary staff champions visits to ECH Schemes                                    | TBC      | BCBC, Linc-Cymru            |  |
| 31 | Letter sent to families / carers   | TBC      | Carol Owen, Jonathan Flower |  |
| 32 | Letter sent to staff   | TBC      | Carol Owen, Jonathan Flower |  |
| 33 | Staff newsletter x 2   | TBC      | Jonathan Flower             |  |
| 34 | Service users, families & carers newsletter  | TBC      | Jonathan Flower             |  |
| 35 | Community newsletter   | TBC      | Jonathan Flower             |  |
| 36 | Displays for the hoardings   | TBC      | Jo Yellen / Jonathan Flower |  |

|    |                                  |          |                             |  |
|----|----------------------------------|----------|-----------------------------|--|
| 37 | Breaking-ground ceremony (Tondu) | 15/03/17 | Jo Yellen / Jonathan Flower |  |
|----|----------------------------------|----------|-----------------------------|--|