

# Communication Plan

## Conwy(CBC) & Denbighshire(CC) Collaboration

Conwy & Denbighshire Highways and Infrastructure Services have in place a **Communication Strategy** (Aug 2012) to ensure that; consistent and clear messages are promptly exchanged between CCBC and DCC H&I Management and stakeholders, and to enable best practice to be adopted. The Strategy (see *Appendix 1*) was developed by the H&I Communications Officers; Paul Banholzer for Conwy, and Sue Hudson for Denbighshire.

The purpose of this **Communication Plan** is to detail the approach to sharing information on how Conwy and Denbighshire will be proceeding with collaboration, following the detailed study on the viability of proceeding with a fully integrated service. The plan works to the principles, aims and methods of the overarching H&I Communication Strategy.

1	<p><b>Representative group/s</b> <i>Identification of stakeholders includes consideration of-</i></p> <ul style="list-style-type: none"> <li>- who is affected;</li> <li>- who is interested;</li> <li>- who is important;</li> <li>- whether there are any other government agencies that hold an interest in the matter on which consultation is required</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>▪ Welsh Government</li> <li>▪ LA Scrutiny &amp; Cabinet Members</li> <li>▪ CCBC &amp; DCC Collaboration Officers Group</li> <li>▪ H&amp;I Employees</li> <li>▪ Non-aligned H&amp;I Services</li> <li>▪ Support Services for H&amp;I</li> <li>▪ LA Employees</li> <li>▪ Unions</li> <li>▪ Local Press</li> </ul> <p><i>Indicate below the stakeholders to which the communication is most relevant:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> H&amp;I Employees</li> <li><input checked="" type="checkbox"/> LA Scrutiny &amp; Cabinets</li> <li><input checked="" type="checkbox"/> Welsh Government</li> </ul>
2	<b>Managing Officer</b>	Stuart Davies, Head of Highways & Infrastructure for Conwy & Denbighshire
3	<b>Target Start Date</b>	25 <sup>th</sup> September 2012
4	<b>Target End Date</b>	31 <sup>st</sup> October 2012
5	<p><b>Background/History</b></p> <ul style="list-style-type: none"> <li>- Where did the project or matter being consulted on emanate?</li> <li>- Does information already exist on the matter?</li> <li>- Are there any background issues that need to be monitored?</li> <li>- Is it part of a larger project or process?</li> <li>- What is the current situation?</li> </ul>	<p>Conwy and Denbighshire are committed to developing collaborative ways of working where there is a business case to do so. Our authorities have a strong track record on collaboration and we want this to continue over the lifetime of our new administrations.</p> <p>Our collaboration on Highways and Infrastructure is delivering benefits to our residents and both councils are committed to strengthening joint working wherever there is a clear financial or service case. Three years ago Conwy and Denbighshire were the first in Wales to appoint a joint head of Highways and Infrastructure Services in order to deliver service improvements and drive out financial savings. Over the past three years our Highways and Infrastructure collaboration has delivered £300k of savings which allowed both councils to invest in other priorities or prevent cuts to services. We have also appointed joint management in important areas: school passenger transport and street lighting.</p> <p>These achievements and our commitment to collaboration in this area had led us to consider fully integrating all the sub-services within the Highways and Infrastructure Service under a single fully integrated management structure. In early 2012 the</p>

		<p>Authorities commissioned a detailed study into whether or not there is a business case for doing this. That study has now been completed and is attached to this report. The detailed study shows that the costs of fully integrating the service would be prohibitive. In addition the perceived advantages appear not to outweigh the considerable disruption and possible dip in service that would be involved. For these reasons the recommendation from the Conwy and Denbighshire Joint Collaboration Board, supported by both Corporate Executive Teams, is not to proceed with the fully integrated model.</p> <p><i>The Way Forward</i></p> <p>Our two authorities remain committed to pursuing other ways of strengthening our collaboration. We will look for further opportunities to rationalise management, reduce costs and improve services to our residents. This will include the following:</p> <ul style="list-style-type: none"> <li>▪ We will strengthen those areas of sub-service that are under single management.</li> <li>▪ We will explore the Highways and Infrastructure sub-service areas where collaboration might bring benefits to our residents.</li> <li>▪ We will explore local (Authority specific) opportunities for collaboration and joint management arrangements between existing services.</li> <li>▪ We will maintain and develop our commitment to the regional developments on transport which, if delivered well, may secure additional benefits. Decisions will need to be based on a sound business case for change for in respect of such elements.</li> </ul> <p>In the light of the recommendation not to fully integrate, it is now necessary to consider whether or not the current model of service delivery is the best model for the future. The two chief executives have commissioned a working group to consider the available options, consisting of two corporate directors Sasha Davies from Conwy and Hywyn Williams from Denbighshire, supported by; Danielle Edwards (Project Manager) who led the study and has significant knowledge of the area, the S151 Officers, and the HR Heads of Service. The brief given to the corporate directors is that the options must consider the following:</p> <ul style="list-style-type: none"> <li>▪ deliver financial savings for both councils without loss of important services to residents;</li> <li>▪ strengthen the collaborations that the two authorities have committed themselves to at a sub-service level, i.e., school transport and street lighting;</li> <li>▪ consider inter-authority as well as intra-authority options for models of service delivery;</li> <li>▪ ensure that options for consideration are consistent with regional developments.</li> </ul> <p>Corporate directors have been asked to report to their Chief Executives by the end of October. This will lead to a report to Cabinets in November recommending the way forward.</p>
6	<p><b>Relevant Statutory provision</b>  <i>Are there any statutory or non-statutory needs or requirements that apply to this provision?</i></p>	<p><i>Links to:</i></p> <p><b>Welsh Government COMPACT for change (March 2011) – Highway Engineering Service</b></p> <p>Commitment:</p> <ul style="list-style-type: none"> <li>▪ Local Government and Welsh Government to review the interface between the Trunk Road Agencies and the Regional Transport Consortia's constituent authorities and joint working between highway engineering services to support the planning, management and delivery of strategic highways services (June 2012).</li> <li>▪ Local Government with support of Welsh Government to identify and implement quick wins by Regional Transport Consortia (March 2013).</li> <li>▪ To develop a business case and implement change (March 2013–March 2014).</li> </ul>

		<p><b>TAITH - North Wales Regional Passenger Transport Management</b></p> <p>Working to transform and modernise transport services in North Wales to create an efficient, effective 21<sup>st</sup> century service.</p>
7	<p><b>Purpose / objectives / scope</b></p> <p><i>Why is the communication being undertaken?</i></p> <p><i>What is the policy, plan or strategy you are communicating about?</i></p> <p><i>What matters need to be decided?</i></p> <p><i>Is there an expected outcome of this communication?</i></p> <p><i>What is the preferred outcome of the communication?</i></p> <p><i>What is hoped to be achieved from the communication?</i></p> <p><i>Why is the communication taking place at this time?</i></p>	<p>The purpose of this communication is to detail the approach to sharing information on how Conwy and Denbighshire will be proceeding with collaboration, following the detailed study on the viability of proceeding with a fully integrated service.</p> <p>The outcome of this communication is that all stakeholders feel they have received information that is honest, open and accurate, at a time that is relevant and current (as per the principles of the Communication Strategy). Staff working within Highways and Infrastructure for both CCBC and DCC have been consulted and communicated with leading up to, and during the life of this project. This has spanned a period of around 3 years, and staff are keen to be told what the future holds for their Service and themselves.</p> <p>One of the key aims is to ensure that staff in both authorities are aware of, and understand the reasons behind the message we will be taking to Scrutiny and Cabinets in October.</p> <p>Any feedback from staff regarding this communication can be evaluated, monitored and reviewed through the 'Communication Cycle' - section 8 of the H&amp;I Communication Strategy (<i>Appendix 1</i>)</p>
8	<p><b>Method</b></p> <p><i>What kind of communication is most suited to the issue?</i></p> <ul style="list-style-type: none"> <li>- Letter to key body/bodies</li> <li>- Face to face meeting</li> <li>- Mail-out feedback forms</li> <li>- Public forums</li> <li>- Website feedback</li> <li>- Advisory committees</li> <li>- Anonymous survey</li> <li>- Discussion groups</li> </ul>	<p><b>1. Letter to the Minister</b></p> <p>A joint letter from the Leaders of Conwy and Denbighshire Councils is sent to the Minister for Local Government and Communities, Carl Sergeant AM by the 20<sup>th</sup> September 2012, advising him of the direction of travel of both Councils in relation to integration and collaboration, and inviting him to discuss the issue further.</p> <p><b>2. Briefing Meeting with the CCBC &amp; DCC H&amp;I Service and Sub-service Managers</b></p> <p><i>Date:</i> 25th September 2012  <i>Time:</i> 2pm to 4pm  <i>Location:</i> Caledfryn, Denbigh</p> <p><i>Purpose:</i></p> <p>The purpose of the meeting is to (i) share with managers prior to the Scrutiny and Cabinet meetings, how Conwy and Denbighshire will be proceeding with collaboration, and (ii) to ask managers to plan time between the 4th October and the 10th October 2012 to disseminate this information to all staff within their teams. To support the meetings, a Newsletter will be sent to all staff on the 4th October, with copies printed for those staff that do not have access to a PC.</p> <p>The briefing meeting invitation will be extended to the Heads of Service for those sub-service that do not align (<i>CCBC &amp; DCC Environmental Services, CCBC Community Development Services, CCBC Corporate Civil Contingencies, and DCC Corporate Finance</i>).</p> <p><b>3. Sharing with the Collaboration Officers Group</b></p> <p>As key contributors to the report, this group (on which sits representation from the support services) will receive a copy of the Newsletter on the 25<sup>th</sup> September to ensure they are informed at the same time as the JH&amp;I Service Managers.</p> <p><b>4. Informing the Unions</b></p> <p>The JH&amp;I Project Unions Group will receive advance notification of the Newsletter on the 3<sup>rd</sup> October 2012, explaining that it will be distributed to staff the next day.</p> <p><b>5. Newsletter to Staff and Members</b></p> <p>To support the meetings, on the <i>4th October 2012</i> a Newsletter will be distributed to</p> <ul style="list-style-type: none"> <li>▪ all CCBC &amp; DCC H&amp;I Staff (with copies printed for those staff that do not have access to a PC);</li> <li>▪ all CCBC &amp; DCC Members</li> </ul>

The Newsletter will:

- (i) reflect the message to the Minister (Method 1 above);
- (ii) provide the dates for Scrutiny and Cabinet meetings in both CCBC and DCC;
- (iii) explain that these will be open meetings and that both the covering report and the *'Report on the Draft Service Design'* will be available on the Intranet no later than the 5<sup>th</sup> October in DCC, and the 10<sup>th</sup> October 2012 in Conwy; and
- (iv) provide a link to relevant pages on the Internet:

<http://modgoveng.conwy.gov.uk/ieListDocuments.aspx?CId=450&MId=3476&Ver=4> for CCBC (English)

<http://modgovcym.conwy.gov.uk/ieListDocuments.aspx?CId=450&MId=3476&Ver=4> for CCBC (Welsh)

<https://moderngov.denbighshire.gov.uk/ieListDocuments.aspx?CId=268&MId=4630&Ver=4&LLL=0>

for DCC (English)

<https://moderngov.denbighshire.gov.uk/ieListDocuments.aspx?CId=268&MId=4630&Ver=4&LLL=1>

for DCC (Welsh)

#### **6. Scrutiny and Cabinet Meetings**

The dates for Partnership Scrutiny and Cabinet in both LAs are:

	Partnership Scrutiny	Cabinet
DCC	11 <sup>th</sup> Oct 2012	23 <sup>rd</sup> Oct 2012 (am)
CCBC	16 <sup>th</sup> Oct 2012	23 <sup>rd</sup> Oct 2012 (pm)

The report will reflect the message to the Minister (Method 1 above) and provide recommendations from the Collaboration Board for progressing collaboration both across CCBC and DCC, and internally within their LAs.

#### **7. Notification of the Executive Decision from CCBC and DCC Cabinets**

An e-mail will be distributed on the 24<sup>th</sup> October 2012 sharing the executive decisions from both the CCBC and the DCC cabinets, and informing staff of the content of the press release to:

- all CCBC & DCC H&I Staff;
- all CCBC & DCC Members; and
- the members of the Collaboration Officers Group (on which sits representation from the support service)

In order to reach those staff without access to a PC, the Managers will be required to cascade the message through their teams with the support of the H&I Communications Officers.

#### **8. Statement to the Press**

The covering report and attached full report will be in the public domain from the 5<sup>th</sup> October. Advice from the Press Office is to have a press release prepared sharing the dates that Scrutiny and Cabinet will be considering the paper, what they will be considering, and how decisions will be made. The release will be based on the letter to the Minister.

9	<b>Timeline for the Communication Plan</b>	<table border="1"> <thead> <tr> <th data-bbox="568 241 1262 277">Communication Activity</th> <th data-bbox="1262 241 1437 277">Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="568 277 1262 315">1. Letter to the Minister</td> <td data-bbox="1262 277 1437 315">20/09/2012</td> </tr> <tr> <td data-bbox="568 315 1262 405">2. Briefing Meeting with the CCBC &amp; DCC H&amp;I Service and Sub-service Managers, inc. the HOS for those sub-services not aligned.</td> <td data-bbox="1262 315 1437 405">25/09/2012</td> </tr> <tr> <td data-bbox="568 405 1262 443">3. Sharing with the Collaboration Officers Group</td> <td data-bbox="1262 405 1437 443">25/09/2012</td> </tr> <tr> <td data-bbox="568 443 1262 481">4. Informing the Unions</td> <td data-bbox="1262 443 1437 481">03/10/2012</td> </tr> <tr> <td data-bbox="568 481 1262 519">5. Newsletter to Staff and Members</td> <td data-bbox="1262 481 1437 519">04/10/2012</td> </tr> <tr> <td data-bbox="568 519 1262 557">6. Scrutiny and Cabinet Meetings</td> <td data-bbox="1262 519 1437 557"></td> </tr> <tr> <td data-bbox="568 557 1262 595">6.1 DCC Partnership Scrutiny</td> <td data-bbox="1262 557 1437 595">11/10/2012</td> </tr> <tr> <td data-bbox="568 595 1262 633">6.2 CCBC Partnership Scrutiny</td> <td data-bbox="1262 595 1437 633">16/10/2012</td> </tr> <tr> <td data-bbox="568 633 1262 672">6.3 DCC Cabinet</td> <td data-bbox="1262 633 1437 672">23/10/2012</td> </tr> <tr> <td data-bbox="568 672 1262 710">6.4 CCBC Cabinet</td> <td data-bbox="1262 672 1437 710">23/10/2012</td> </tr> <tr> <td data-bbox="568 710 1262 768">7. Notification of the Executive Decision from CCBC and DCC Cabinets</td> <td data-bbox="1262 710 1437 768">24/10/2012</td> </tr> </tbody> </table>	Communication Activity	Date	1. Letter to the Minister	20/09/2012	2. Briefing Meeting with the CCBC & DCC H&I Service and Sub-service Managers, inc. the HOS for those sub-services not aligned.	25/09/2012	3. Sharing with the Collaboration Officers Group	25/09/2012	4. Informing the Unions	03/10/2012	5. Newsletter to Staff and Members	04/10/2012	6. Scrutiny and Cabinet Meetings		6.1 DCC Partnership Scrutiny	11/10/2012	6.2 CCBC Partnership Scrutiny	16/10/2012	6.3 DCC Cabinet	23/10/2012	6.4 CCBC Cabinet	23/10/2012	7. Notification of the Executive Decision from CCBC and DCC Cabinets	24/10/2012
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10	<b>Information provision</b> <ul style="list-style-type: none"> <li>- <i>What information is being provided to stakeholders to inform their input/feedback?</i></li> <li>- <i>Does the information articulate clearly the purposes, objectives and methods of the communication process?</i></li> <li>- <i>Is the information written/published in a way that is easily understood?</i></li> </ul>	<ul style="list-style-type: none"> <li>- The Newsletter will be distributed electronically and will be provided as a hard copy for those without access to a PC.</li> <li>- The newsletter will clearly articulate the reason for this communication (see 8.4, above)</li> <li>- The covering report and '<i>Report on the Draft Service Design</i>' will be available to view on each LAs website prior to the Scrutiny and Cabinet meetings.</li> <li>- The Newsletter will strive to meet the principles of the H&amp;I Communication Strategy by ensuring the information within is honest, open and accurate.</li> </ul>																								
11	<b>Resources/advice (inc. purchase of advice)</b> <ul style="list-style-type: none"> <li>- <i>Resources may be available internally from other areas within LAs, other agencies, or available for purchase.</i></li> <li>- <i>Have you consulted other areas of expertise?</i></li> <li>- <i>Are there provisions for the purchase of advice / support/research if required?</i></li> <li>- <i>Also consider material resources. e.g. are meeting rooms required?</i></li> </ul>	<p>This Communication Plan has been considered and agreed by the Joint Conwy and Denbighshire Highways and Infrastructure Collaboration Board, and has been quality assured by the Conwy and Denbighshire H&amp;I Communication Officers.</p> <p>Specialist support and advice has informed the '<i>Report on the Draft Service Design</i>' from areas such as; Legal, HR, ICT, Property, Finance, and Business.</p> <p>In order to facilitate the Communication Activities, the Project has a modest budget which will be used to fund (in the main) translation costs. All rooms booked for this communication have been free of charge.</p>																								

**Conwy County Borough Council / Denbighshire  
County Council**

**Highways and Infrastructure Services**

**Communication Strategy**

**August 2012**

<b>Documentation Control</b>	
<b>Organisation</b>	CCBC & DCC – H&IS
<b>Work Group</b>	Communication Officers
<b>Status</b>	<b>Final Draft</b>
<b>Version</b>	1.0
<b>Last update</b>	SH/PB 9 <sup>th</sup> August, 2012
<b>Review Date</b>	N/A at this time

## **1. Introduction**

The Highways and Infrastructure Services of both Conwy County Borough Council (CCBC) and Denbighshire County Council (DCC) are undergoing major review to establish the viability and potential benefits of a joint, fully integrated service. A good communication strategy is required to ensure that consistent and clear messages are promptly exchanged between CCBC and DCC Highways & Infrastructure Service (H&IS) Management and stakeholders (see section 4) and will enable best practice to be adopted.

## **2. Principles of Good Communication**

The following principles apply to all communication undertaken by CCBC and DCC H&IS:

- All communication is honest, open and accurate
- Communication is accessible to all, giving due consideration to our Welsh Language Schemes and Equalities Policies
- Communication will be clear, using plain language and user friendly approaches
- Communication will be timely, relevant and current
- Communication will be cost effective

All communication will reflect the values and shared vision of CCBC and DCC H&IS.

## **3. Aims of this Strategy**

To ensure that:

- Highways & Infrastructure managers and officers are involved and engaged in the work of the service and any changes planned or required, so they have sufficient knowledge to confidently represent and champion the Service.
- We communicate on all project activity relating to the Joint Highways & Infrastructure Fully Integrated Service to all stakeholders via appropriate channels and in a timely manner.
- The Principles of Good Communication extend to all stakeholders.
- The Service's reputation is promoted, managed and enhanced.

## **4. Our Stakeholders**

A Stakeholder is a person, group, organisation, member or system who affects or can be affected by the Service or Project actions. Stakeholders for the H&I Service are:

- The Project Management personnel (Internal)
- Council Members (Internal)
- LA Executive Management Teams (Internal)
- Employees (Internal)
- The customer (individual or organisation) (External)
- Suppliers of material or other resources (External)
- Unions (External)
- Community or other geographic region (External)
- Professional organisations (External)

Communication with our stakeholders is required for the two key strands of the H&I Service:

- (i) H&IS Routine Operational Communication
- (ii) Communication Specific to the Joint H&I Fully Integrated Service Project

## 5. Communication Tools

We need to adopt a proactive approach to communication, regularly reviewing methods to ensure effectiveness. Current communication tools used are:

- Induction
- One to One meetings inc. PDRs
- E-Mails
- Notice Boards
- Printed materials - 1Root, periodic Road Safety Newsletters
- Team Meetings
- Team Briefs
- Use of the Intranet
- Staff Surveys
- Staff Council

In addition to these tools, a Consultation Plan will be prepared and approved prior to any *formal* consultation with any of the stakeholder groups (see appendix 1).

## 6. Method of Delivery of this Communication Strategy

A Communication Officer has been appointed in both CCBC and DCC Highways & Infrastructure Services. The role of the Communication Officers will be to:

- (i) act as the first point of contact for any changes in policy, initiatives or approaches; and
- (ii) to prepare and facilitate delivery of the communication of key messages to stakeholders.

### Key Activities For all H&IS Routine Operational Communication:

- To disseminate core service messages to H&IS managers for cascade to staff
- To actively encourage staff engagement and feedback on core service messages
- To act as “knowledge managers” and be first points of contact for communication of any new initiatives and key developments proposed within the service
- To bring to the attention of H&IS managers any important developments or trends noted through customer contact systems
- To prepare for and facilitate any consultation with other internal stakeholders
- To assist in any consultation with external stakeholders, if appropriate

### For Communication Specific to the Joint H&I Fully Integrated Service Project:

- To disseminate core project messages to H&IS managers for cascade to staff
- To actively encourage staff engagement and feedback on core project messages
- To bring to the attention of the Project Management Team any important developments or trends noted through staff feedback



- To prepare for and facilitate any consultation with other internal stakeholders
- To assist in any consultation with external stakeholders, if appropriate

**7. Primary Outcomes of the Communication Strategy:**

- All H&IS Managers receive core service and/or project messages using a method that abides with the Principles of Good Communication (section 2)
- H&IS Staff understanding of the core service and/or project messages as a result of effective promotion and proactive feedback mechanisms
- H&IS Staff & Project Management Team are aware of feedback/developments and any potential effect on service or project outcomes
- All other internal and external stakeholders are informed of relevant feedback and developments relating to service provision.

**8. Evaluation and Monitoring and Review**

We will endeavour to carry out regular reviews as to the effectiveness of our Communication Strategy and plans in order to improve the method of delivery, the ease of understanding and the engagement of staff. This will be achieved through:

- collating and evaluating feedback from stakeholders following both informal communication and formal consultation activity
- review of Staff survey results and development of action plans
- review of response to requests for action from stakeholders

