



Cornwall TCA

Communications and engagement
strategy – phase two

May 2016

Communities and Organisational Development

Communications and engagement strategy

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Background

In October 2014, Cornwall Council, supported by six partners in the voluntary, community and social enterprise (VCSE) sector successfully bid last year for a £936k Transformation Challenge Award from the Government, to look at ways we can work better together.

The bid described how public services are operating at a time of reducing resources, while demand for high-cost intensive services continues to rise. This is placing a huge pressure on organisations and undermining the quality of customer experience. How public services are provided in the future and by whom, requires a fundamental examination and possibly a radically different approach.

The bid outlined three objectives:

1. Improving outcomes for people
2. Improving commissioning and value for money
3. Strengthening the VCSE sector

Phase two

Following a review workshop in December 2015, the programme board has agreed five projects to take forward in phase two:

1. A business improvement programme for information, advice and guidance, focusing initially on services for people with debt and welfare problems.
2. A place-based 'collective impact' pilot facilitating actionable change by incentivising brokerage between communities, partners and commissioning organisations.
3. Commissioning improvements, through a development programme for commissioners across Cornwall's public sector (the Cornwall Commissioning Academy) and the development of a commissioning toolkit.
4. A new model of support for VCSE organisations, intended to be in place by October 2016.
5. Short-term savings from an analysis of existing Council contracts. TCA is involved in developing elements of the EU Growth Programme targeted at supporting the capacity and skills of the voluntary sector, with a total value on £1.8m.

An independent review of Cornwall TCA in January 2016 by Local Government Partnerships. made a number of recommendations, including changes to the governance. A programme board replaced the former steering group and each project is led by a working group.

Feedback from phase one

The aims of this strategy for the first year of the project were to support the steering group and TCA team to scope, plan and deliver the project requirements; deliver a range of engagement opportunities; and to support the development of new ways of working.

There has been good delivery against all of these aims, for example:

- Support for the recruitment of the TCA team, the establishment of the project task and finish groups, and the content and promotion of the project plan.
- Setting up a regular TCA newsletter and blog, regular communications to Cornwall Voluntary Sector Forum's members, the development of the TCA web page and Knowledge Hub as public resources for TCA information, briefings and meetings with individuals and teams in the VCSE and statutory sectors, a programme of engagement events, and the publication of the first TCA annual report, launched at the annual VCSE Sector Summit.
- There has been input from stakeholders into key documents published as part of TCA's work, such as: a report on the current VCSE sector support; strengths and weaknesses of the VCSE sector; a strategic review of information, advice and guidance; and an impact assessment on the ending of the Council's infrastructure agreement.

Headlines of our reach are:

- Over 200 people have directly engaged with the project so far through events, interviews and surveys
- Communications reach to approximately 500 people through Cornwall VSF, Knowledge Hub and the TCA newsletter
- At the project review in December 2015, an average of 89 per cent stated that they supported the aims of TCA

Recommendations from Local Government Partnerships

In their report, LGP made the following recommendations for phase two's communications and engagement, which will be addressed in this strategy:

1. That the project team use the pilots as an opportunity to target relevant and appropriate stakeholders – from grass roots delivery organisations up.
2. The project team continue to involve existing stakeholders, despite the closure of some of the task and finish groups. The project has a dedicated communications resource and has been able to keep some stakeholders up-dated on progress. However, as with any project, there is always opportunity to explore different mechanisms; for example some stakeholders felt that more 'push' communications would be helpful*.

3. That the project team use the move to the delivery phase as an opportunity to re-launch push and pull communications (for example, newsletter, website, e-mails etc.) and refresh stakeholder maps.

* Examples of 'pull' communications are the website and Knowledge Hub that people have to find and access themselves. The majority of our communications are 'push', e.g. newsletters, emails, bulletins to VSF members, events and face-to-face briefings.

Aim of this strategy

The main aim of this strategy is to plan relevant communications and engagement that will help the TCA programme meet its objectives. These are the emerging priorities for phase two:

- Grow and widen the stakeholder input to the programme, to take advantage of greater expertise both within Cornwall and from national best practice.
- Deliver a range of engagement opportunities to capture and share learning between people who currently access services or may in the future, the VCSE sector and statutory organisations.
- Begin engagement and co-production with the public and grass-roots organisations, specifically through the place-based pilot and the use of social media.

Objectives

The Cornwall TCA communications and engagement objectives are to:

1. Engage with the **voluntary, community and social enterprise sector** in Cornwall, to promote their joint ownership and leadership of the project.
2. Work closely with **commissioning staff** within Cornwall Council, NHS Kernow and other public sector organisations) to discuss new ways of working.
3. Develop communications and engagement to **support place-based ways of working** within communities.
4. Share our experiences and learning **regionally and nationally**, aspiring to be commended as a model of best practice by Department of Communities and Local Government and the Cabinet Office.

Vision and values

Cornwall Council's strategic aim is:

'Creating a prosperous Cornwall that is resilient and resourceful. A place where communities are strong and where the most vulnerable are protected.'

The TCA programme's values are:

- Putting people at the heart of commissioning.
- Co-producing our approach with people and providers.
- Creating solutions that are ambitious and transformational.
- Making sure any changes are based on evidence of their impact.
- Making the best use of our collective resources.
- Being open and transparent.

Communications principles

- Communications and engagement will be led by the TCA team on behalf of the co-signatories and with the involvement of all the partners to share messages through their own networks.
- We will use every timely opportunity to engage with the VCSE sector and include the views of small charities and community groups, to larger social enterprises and community interest companies.
- We will aim for coverage of stakeholders across these sectors:
 - Health and wellbeing
 - Nature and environment
 - Enterprise and economy
- We will be open and transparent, and collaborate with stakeholders for everyone's benefit and to gain the widest possible feedback.
- Communications will be clear and concise, in plain English, with accessible/alternative formats available as necessary.

Key messages

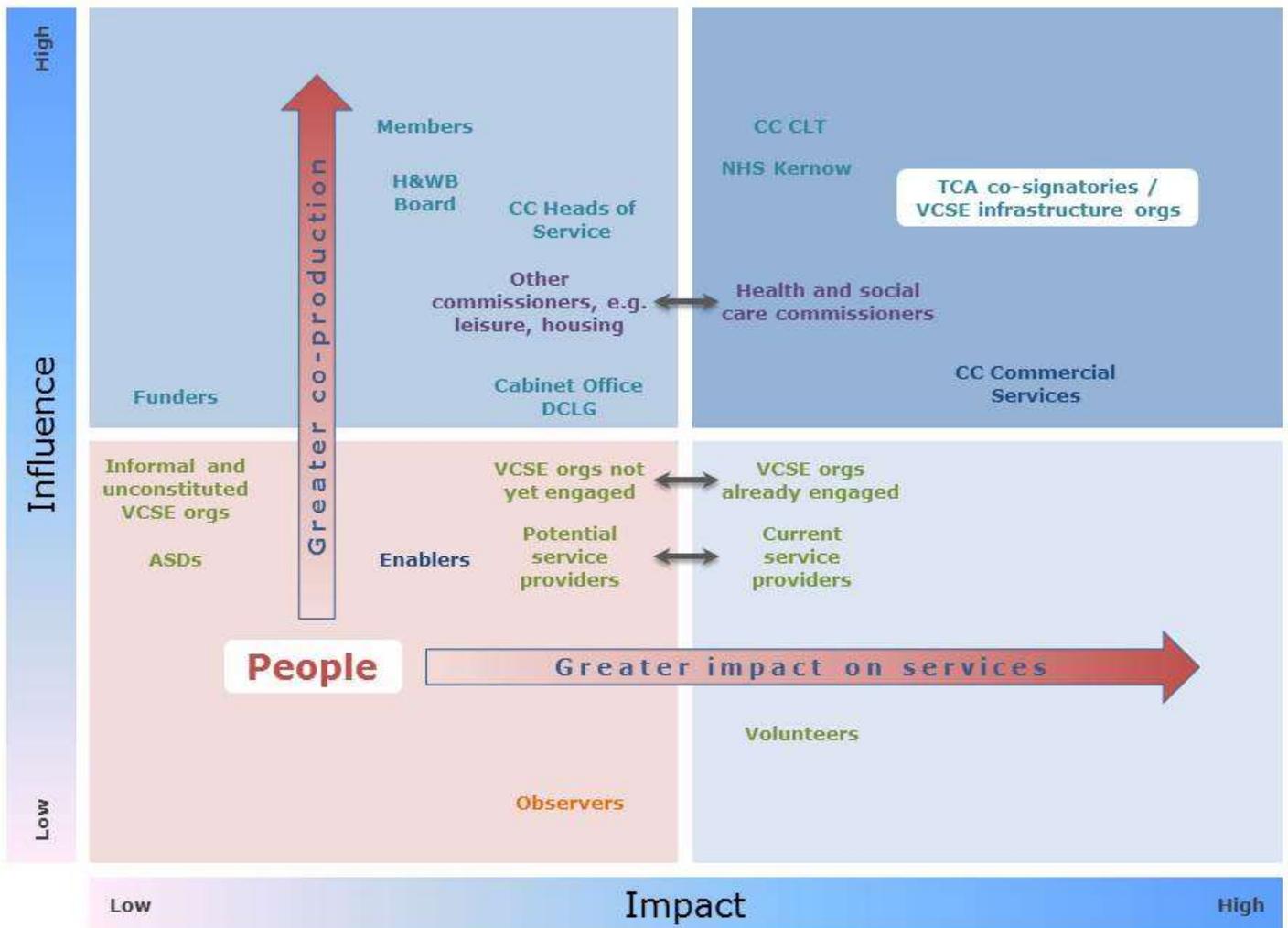
- **Why?** Public services are operating in an increasingly resource-constrained environment, and at the same time, demand for high cost intensive services is increasing. This is placing a huge pressure on organisations and undermining the quality of people's experience of services. Informal support and VCSE organisations potentially have a key role in reducing people's demand for statutory services.

- **What?** In 2014/15, approximately £77m of the Council's contractual spend was with organisations in the voluntary, community and social enterprise (VCSE) sector. Alongside greater devolution to communities, these organisations are crucial to extend the 'reach' of the Council to the most vulnerable. The Council also has a role to create an environment where VCSE organisations and social action can flourish.
- **How?** This project is about delivering good services at lower cost. It is not about simply reducing budgets, but through providing services in a better way. Its legacy will be the ongoing co-production and recommissioning of services on a more evidence-based, needs-led basis, balanced with a firm grip on value for money. This includes a commitment to develop better community-based preventative services and more resilient communities.

Key audiences

These are summarised in a stakeholder map (below), which plots their interest in Cornwall TCA against their ability to influence it. The map has been updated to reflect changes as a result of phase one. It has been simplified by grouping audiences as follows:

- **People** – people are at the heart of what Cornwall TCA is trying to achieve, with the intention to increase their influence and improve outcomes for them. A number of organisations that work with or represent people are included in this group, such as Council members and town and parish councils.
- **Providers** – this group consists of providers in the VCSE sector, whether currently commissioned or not, or because of the role they could play in delivering services and supporting people in a better way.
- **Commissioners** – staff directly involved in the process of commissioning services within the Council, NHS Kernow, the European Growth Programme and potentially other organisations in future.
- **Governance** – senior management teams, boards and individuals which will have some oversight of the TCA project, or may need to take account of it in their strategic planning.
- **Enablers** – individuals, teams and organisations which play a role in supporting commissioning processes and/or the TCA project.
- **Observers** – individuals and organisations which have an interest in Cornwall TCA.



The following diagram shows how these groups relate to each other, and the desired outcome: that commissioning processes are driven by people and their needs from the bottom-up. Examples for each stakeholder group are shown below the map and are not intended to be an exhaustive list.



People	Providers	Commissioners	Governance	Enablers	Observers
<ul style="list-style-type: none"> • People currently receiving services • Wider public • Town and parish councils • Healthwatch • Carers' Service • User-led organisations, e.g. Disability Cornwall, Age UK • Partnership Boards • GPs • Schools • Media 	<ul style="list-style-type: none"> • VCSE providers • ASDs, including Cornwall Housing, Tempus Leisure, Cormac • Volunteers • Staff • CPFT, RCHT, Kernow CIC • Safer Stronger Cornwall • Health Promotion Service • D&C Police, Fire Service • Sport England 	<ul style="list-style-type: none"> • Cornwall Council, inc. Public Health • NHS Kernow • Other public sector, e.g. DWP, OPCC 	<ul style="list-style-type: none"> • Members, e.g. localism PAC and cabinet member • Health and Wellbeing Board • Cornwall Executive Group • Other boards, e.g. ITI, ESB, LEP, LNP • CC CLT and Heads of Service • Cabinet Office / DCLG, MPs • Funders, inc. Big Lottery, Heritage Fund • TCA co-signatories 	<ul style="list-style-type: none"> • CC Commercial Services (inc. procurement) • CC digital team, contact centre, EU team, data and intelligence • Existing VCSE support orgs, e.g. Learning Partnership, Cornwall VSF, Transformation Cornwall, School for Social Entrepreneurs • Living Well • Devolution Team 	<ul style="list-style-type: none"> • Other local authorities with similar challenges • Local Government Partnerships • New Economics Foundation • NCVO, NAVCA, ACEVO • LGA • SW Academic Health Science Network • Cabinet Office SW policy team, Commissioning Academy

Methods

These are examples of some of the activities and tactics we will use to support the delivery of the five projects. An action plan will be created for each project and regularly updated.

Phase two planning and evaluation

- Publish updated programme plan and details of the programme board and project working group membership.
- Publish regular, public updates, including project progress, achievements and performance against agreed success measures.
- Update high-level 'plan on a page' project plan.
- Engagement and promotion of any potential 'theory of change' exercise.
- Publish and share communications and engagement strategy, including stakeholder analysis.

- Publish and share TCA research and analysis plan for 2016.
- Support further independent evaluation and project review work.
- Share information nationally and with other TCA-funded projects, either directly or through DCLG, specifically those which deal with:
 - Information, advice and guidance
 - Strengthening the role of VCSE
 - Innovative approaches to commissioning
 - Member (and potentially MP) briefings and PAC meetings.
 - Report to the annual VCSE Summit, which is part of the TCA governance.
- Badge or link text for other organisations to place on their website to link to TCA.
- Press releases and media opportunities.
- Messages on social media.

1. IAG business improvement (focus on debt and welfare)

- Customer and service provider engagement on IAG service blueprint.
- Support the development of a stakeholder feasibility study, sustainability plan and outcomes framework with survey, workshops and one-to-one partner engagement
- Development and publication of IAG access strategy and business case
- Potential procurement and change management support

2. Place-based pilot(s)

- This work is not yet fully defined, but provides clear potential to engage with the public and grass-roots VCSE organisations – particularly within the pilot locations – to create mutually reinforcing action plans.
- Also engagement with partners on how to deliver for collective impact.
- Ensure community leaders, such as Cornwall Council members, town and parish councillors, GPs and others are included.
- Possible use of time-banking to incentivise cross-sector problem solving.

3. Commissioning improvement

- Interviews/workshops/surveys and review of an agreed list of at least five case studies, to inform Commissioning Academy and Hack Day

- Support the development and delivery of the Commissioning Academy and marketplace Hack Day
- Publish and promote learning from commissioning
- Support the research, development and publication of a commissioning toolkit

4. VCSE sector support

- Assist with provider/market engagement through any commissioning process.
- Ensure appropriate member involvement with the decision-making process.
- Continued sector communications and engagement, pre and post any tender.
- Communications and promotion for the new model of sector support

5. Savings

- Assist with any commissioner/provider engagement required.
- Consideration of any impact on service users and any communications and engagement necessary.
- Promote where there are positive outcomes and savings achieved.

EU Technical Assistance

- Work with the EU Communications (Cornwall & Isles of Scilly ITI Support) Team to facilitate and communicate relevant communications and potential sector support.

Evaluation

These are some examples of how we may evaluate the effectiveness of the Cornwall TCA communications and engagement.

Activities:

- Activities produced on time, according to the action plan
- Mix of channels used to share and publicise information
- Range of feedback mechanisms in place, including face-to-face engagement opportunities and surveys

Reach:

- Awareness of TCA (baseline from VCSE Summit: 72%; target: 79% in year two)

- Sign-ups to Knowledge Hub (baseline: 54; target: 81 in year two) and Mailchimp e-newsletters (baseline : 94; target: 141 in year two)
- Website views
- Social media reach
- Media coverage
- Case studies / good practice identified nationally through extended TCA network

Influence:

- People engaged through co-production, e.g. meetings, events, surveys, interviews (baseline: 200 in year one; target: 220 in year two)
- Referrals received (additional stakeholders, lead generation)
- Social media shares, comments received, links followed
- Media or other organisations' updates – sentiment: speaking positively about the TCA and the changes
- Positive feedback from programme board, based on evidence of good co-production and improvements made

Risks

All of the risks associated with this strategy link to the project risk that we do not achieve change that is a genuine transformation. We may see this through the following:

- Insufficient engagement of the VCSE sector
- Commissioners not bought in to the process
- Lack of co-production with the public / understanding of their needs
- Perceived lack of progress of the project

These risks will be tracked through the project risk log and we will mitigate them partly through the delivery of this strategy and the accompanying action plan, ensuring all stakeholders have regular updates, ability to feedback and opportunities to contribute.

Review and sign-off

This strategy will be signed off by the programme board. It is expected to be reviewed and updated in early 2017, following the completion of a number of key project deliverables.

Key audiences and messages

Audience	Current understanding, issues/concerns	Key messages	Activity
<p>People</p>	<p>Unlikely to have any awareness of TCA at this stage.</p> <p>Worry that 'change' means 'cuts', due to reducing public sector budgets.</p> <p>May have experienced co-production or changes to services from recommissioning them, in the past.</p>	<p>The benefits we are trying to achieve.</p> <p>We do have to make savings, but we also think there are better ways of doing things that can improve services or access to them.</p>	<p>Direct communications with people who currently use services, particularly those in scope for TCA.</p> <p>Share information through organisations and networks such as:</p> <ul style="list-style-type: none"> • Carers' Service • Healthwatch Cornwall • Disability Cornwall • Cornwall Council e-newsletter • Town and parish newsletters • Schools Messenger • Partnership Boards (older people, learning disability, carers, autism, transition) • GP practices • Community Network Managers • GP Locality Managers

Audience	Current understanding, issues/concerns	Key messages	Activity
			<p>Network</p> <p>Update Cornwall Council website and Community Directory with relevant information and advice.</p> <p>Media press releases and interviews.</p> <p>Social media messages.</p> <p>Accessible / Easy Read information, as required.</p>
Providers	<p>Increasing awareness from messages and events to date.</p> <p>Opportunities for VCSE sector to deliver a greater share of commissioned activity in future; risk of current services changing or being decommissioned.</p>	<p>How this may affect them and why they should contribute.</p> <p>Encourage involvement and participation.</p> <p>Their role in helping us reach people to co-produce services.</p> <p>How we will implement any changes.</p>	<p>Ensure we have communications channels in place through commissioners and Commercial Services.</p> <p>Direct communications and updates by email.</p> <p>Provider events, e.g. Care Provider Forum, VCSE Summit.</p> <p>Information sharing through Knowledge Hub.</p>
Commissioners	Generally good awareness of the programme with varying degrees of active involvement in the individual projects.	Ongoing engagement and involvement in sharing learning and developing best practice.	<p>Team meetings.</p> <p>Development of Commissioning Academy and Hack Day, plus delivery of any associated</p>

Audience	Current understanding, issues/concerns	Key messages	Activity
			<p>outcomes, e.g. a network.</p> <p>Support publication and promotion of commissioning toolkit.</p> <p>Information sharing through Knowledge Hub.</p>
Governance	<p>Varying awareness and interest. Will be more interested in the outcomes than the process – will want to see evidence of real transformation and savings.</p> <p>Approximately two-thirds of VCSE sector spend is with health and social care.</p> <p>CC: project needs to deliver budget savings.</p> <p>NHS: national agenda to work more closely with VCSE sector. Direction of travel is joint commissioning and integrated team with Cornwall Council.</p>	<p>Potential of TCA to produce savings in the long-term as well as the short term.</p> <p>Additional resource for organisations and teams to help them improve commissioning and relationship with VCSE sector.</p> <p>Link with Devolution and Case for Cornwall.</p>	<p>CC: Corporate Leadership Team meetings and relevant Directorate Leadership Team meetings.</p> <p>NHS: senior management team meetings.</p> <p>Members:</p> <ul style="list-style-type: none"> • Briefings to cabinet member • Reports or informal updates to Policy Advisory Committee • Any decision-making requirements of Cabinet or full Council • Member briefing sessions • Articles in member newsletter <p>Cornwall MP briefings, letters to key</p>

Audience	Current understanding, issues/concerns	Key messages	Activity
			<p>MPs.</p> <p>Information sharing through Knowledge Hub.</p>
Enablers	<p>Varying awareness and interest.</p> <p>Key to providing information and helping us interpret data.</p> <p>Staff not always in a centralised team, may be based within services in different roles.</p> <p>Potential to consider VCSE sector alongside town and parish council to deliver on devolution agenda.</p>	<p>Additional resource for organisations and teams, to achieve mutual benefit from shared understanding.</p> <p>Key role in creating and embedding new processes.</p>	<p>Briefings and updates.</p> <p>Direct involvement in task and finish groups or their work.</p> <p>Specific events, e.g. potential TCA conference.</p> <p>Information sharing through Knowledge Hub.</p>
Observers	<p>Assume no prior knowledge.</p> <p>Either have experience to contribute or will be interested in Cornwall's outcomes.</p> <p>Links to be made through Cabinet Office Commissioning Academy, Civil Society Team, and New Economics Foundation</p>	<p>Opportunity to collaborate and share experiences of statutory agencies, commissioners and VCSE sector providers working in different ways.</p>	<p>Briefings and updates.</p> <p>Arrange visits to/from Cornwall. Possible conference in Spring 2017.</p> <p>Use any relevant opportunity, such as network meetings, conferences and events.</p> <p>Information sharing through Knowledge Hub.</p>

Anticipated key dates

Date	Event	Notes	Responsibility
11 May 2016	Phase two programme plan signed off		Programme board
25 May 2016	Sector support marketplace engagement events	Two half-day events as advertised in Prior Information Notice	DP
27 May 2016	Health and care marketplace innovation 'hack' day	Sponsored by Cabinet Office	MR
TBC	EU-funding calls	EU Regional Growth Programme funding calls expected for skills-based programmes and open calls with potential link to TCA project.	MR
June–Nov 2016	Commissioning Academy	Six-day development programme sponsored by Cabinet Office.	MR
31 July 2016	Savings recommendations	Identify up to five areas of contract activity with potential for savings.	Commercial Services lead officer
30 Sept 2016	Current infrastructure agreement ends; new sector support in place		DP
31 Dec 2016	Business improvement IAG contract in place		DC

Early 2017	Phase 2 review	Report and possible engagement event.	DP
31 March 2016	Commissioning toolkit	Phased approach with updates through 2016/17.	MR
31 March 2017	TCA Annual Report		BA

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Cornwall Transformation Challenge Award

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