

Trust Board paper C

To:	Trust Board
From:	Director of Communications / Director of Strategy
Date:	3 November 2011
CQC regulation:	As applicable

Title: Communications plan for new car parking charges and the implementation of 'salary sacrifice' for staff.

Author/Responsible Director: Director of Communications

Purpose of the Report: To brief the Board on progress towards implementing and communicating new public and staff car parking charges.

The Report is provided to the Board for:

Decision	<input type="checkbox"/>	Discussion	<input checked="" type="checkbox"/>
Assurance	<input checked="" type="checkbox"/>	Endorsement	<input type="checkbox"/>

Summary / Key Points:
 At the October 6th 2011 Board meeting, the Board agreed to the revised charges for public and staff car parking. The Board emphasised the need for clear communication particularly as regards the 'salary sacrifice' and 'opt out' elements of the staff car parking scheme.
 This paper describes the key elements of the public car parking communications plan and the requirement to work with a third party to implement the salary sacrifice scheme for staff.

Recommendations:
 The Board are invited to note this paper and remit the Finance and Performance Committee to monitor the implementation of the scheme from this point.

Previously considered at another corporate UHL Committee?
 No

Strategic Risk Register	Performance KPIs year to date
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Resource Implications (eg Financial, HR)
 The public and staff communications as described in this paper will be funded from existing budgets; costs associated with the 3rd party support during implementation are to be confirmed.

Assurance Implications

Patient and Public Involvement (PPI) Implications

Stakeholders and Patient Advisors have been involved in critiquing elements of this plan and were instrumental in shaping the consultation process leading to the recommendations adopted at the October 6th Board. Once the communications materials are prepared we will seek opinions from both internal and external stakeholders.

**Equality Impact
Detailed in the October 6th paper**

**Information exempt from Disclosure
N/A**

**Requirement for further review?
By the Finance and Performance Committee**

Report to: Trust Board

Report by: Mark Wightman, Director of Communications and External Relations and Abi Tierney, Director of Strategy

Date: November 3rd 2011

Subject: Communications plan for new car parking charges and the implementation of 'salary sacrifice' for staff

Introduction:

During the October 6th Board meeting the Board agreed to proposals presented by the Director of Strategy to increase car parking charges for members of the public and members of staff.

Implicit in the proposal was the requirement for the new prices and new charging mechanisms to be widely and effectively communicated. Explicit in the discussion which took place was the Board's need to be assured that the communication to the public and staff would be crystal clear and targeted; this was especially the case in regards to staff and the salary sacrifice 'opt out'.

In this context, the rest of this paper describes the progress to date in formulating the public and staff communications plans, alongside the work to develop a detailed implementation plan.

Public:

The primary objective of the public communication is to raise awareness of the availability of discounted parking tickets. This was one of the key themes which arose out of the consultation exercise.

We offer daily, weekly, monthly and 'saver' tickets to patients and prime carers. Of the 935 people who responded to the public part of the consultation it was clear that whilst awareness of the 'first half hour free' was reasonably high, (66%) awareness of the discounts was low, (18%).

We also asked those people who had previously used the discounted tickets whether they had any thoughts on how the process of obtaining the discount could be improved. The reason for this was that we had anecdotal evidence that the current process was time consuming and inefficient for staff and public alike.

The feedback we received has led us to think again about the process for obtaining discounted tickets. Instead of, as is currently the case, expecting the public to request a form from the ward they are visiting; obtain a signature on the form from a member of ward staff and then take the completed form to the car parking offices. We will in future, consolidate the process into the car park offices, removing the requirement for members of the public to traipse back and forth between ward and office. Though this is clearly not a communications issue the advice from comms has been to improve the process before marketing it.

The detailed communications plan to support the implementation of increased car parking charges is attached at Appendix I. The key points are that the new charges will be clearly outlined in the point of sale signage in the car parks and there will be increased emphasis on the discounted tickets through all channels for example; patient letters, bedside information, patient leaflets and online.

Measuring success: A 20% uplift in the use of the discounted tickets. Fewer complaints regarding the process for obtaining the discounted tickets.

Staff:

The objectives of the staff communication are to arm staff with the information they require to make an informed decision whether to opt out or remain in the new scheme and to make the process of opting out as simple as possible.

The staff consultation results showed that 39% of staff supported the salary sacrifice; 38% disagreed and 24% expressed no opinion. Hence whilst circa 77% of staff felt able to offer an opinion one way or another, there was a significant minority who were unable or unwilling to.

Since the October 6th Board meeting the Director of Finance and the Director of Human Resources have considered the implementation of the salary sacrifice scheme and sought advice from 3rd parties which have experience of salary sacrifice from other NHS Trusts and other parts of the public and private sectors.

Though the principle of salary sacrifice is reasonably simple, (deduct from gross salary to save tax, NI and pension contribution for the employee and NI and pension contribution for the employer) the management of the implementation is more complex and demanding due to the volumes and data involved. Each employee's circumstances are different and as a responsible employer we need to help them come to the right decision on whether to opt out. A suite of information containing detailed advice will be issued to each employee with a comprehensive set of FAQs and case studies.

The major logistical challenge for the Trust is in the implementation of the scheme – but there is also an ongoing administration requirement. In HR terms, consideration needs to be given to; the interface with payroll; the management of the opt-out data and the tracking of employees if their lifestyle changes and opt out becomes less attractive.

With this in mind we will work with a third party to implement the salary sacrifice scheme and once implemented they will hand the running of the scheme over to the Trust. At the time of writing this paper we are awaiting a proposal from a third party for this work.

Until the proposal is with us it is difficult to be precise about the communications plan in terms of both process, (for example, whether the Trust or third party will handle response from staff to communications informing them of their options) and in terms of content, (for example the precise information about those groups of staff who ought not to remain in the scheme and when they should start the process of opting out).

As such the communications plan for staff attached at Appendix 2 is accurate in terms of the channels we will use, the top line messages and our commitment to ensuring that every member of staff receives the necessary information to make an informed decision but will require sense checking and choreographing with the proposals from a third party.

The likely scope of the 3rd party work will be to assist the Trust with:

1. Advice on the implementation of the scheme including achieving tax clearance with HMRC
2. In conjunction with the Trust comms team; preparing communications information and response mechanisms for staff to make an informed decision to stay in or opt out
3. The likely provision of a 'staff benefits' portal to cope with the volume of responses and provide an effective way of handling staff queries during implementation and ongoing day to day maintenance of the database of employees.

Measuring success: to be confirmed

Recommendations:

1. The Board is invited to note the contents of this progress report.
2. The Board is asked to agree to the recommendation that the Finance and Performance Committee at their meeting on the 24th of November 2011 receive the next progress report on the implementation of increased car parking charges for public and staff. To include a time line and 3rd party costs along side the agreed communications plan.

ENDS

MW 10/11

Communications plan: Implementing increased charge for public car parks

Aim: Make public, patients and visitors aware of the new charging structure and season tickets

Objectives

- Raise awareness of the season tickets available and how to access them
- Reaffirm the rationale for increasing charges

Key messages

- We have season tickets at all of our hospitals for patients or prime carers
- The charges are increasing following engagement and feedback from patients and public
- By removing the subsidy the money can be spent on direct patient care

Important dates

- New charge implementation date: End of November

Action Plan

Laura Dennis communications officer (LD)

Ruth Ward travel manager (RW)

Abigail Tierney director of strategy (AT)

(Completed tasks are shaded grey)

Date	Channel	Action/info	Lead
06.10.2011	Public website	Increase approved, new charge	LD
06.10.2011	Press release	Increase approved, new charge (AT spokesperson)	LD
12.10.2011	Media coverage	Increase approved, new charge (AT spokesperson)	LD
24.10.2011	Notice - car park office	New charges coming	RW
24.10.2011	Notice – in car parks	New charges coming	RW
31.10.2011	Public website	New charges coming (date)	RW & LD

Date	Channel	Action/info	Lead
		<ul style="list-style-type: none"> Season tickets 	
31.10.2011	Email to stakeholders (those who received engagement survey)	<ul style="list-style-type: none"> New charges Season tickets Links to public website	LD
07.11.2011 (then repeat once a month)	Public website homepage	Promotion of season tickets	LD – Booked
07.11.2011	Patient leaflets	<ul style="list-style-type: none"> Rewrite leaflets to reflect new charges with greater emphasis on season tickets Make available on receptions, car park offices, waiting areas, website 	RW & LD
Tbc Nov	Signs – car parks	<ul style="list-style-type: none"> Replacement of existing signs in public car parks Bigger, bolder, more emphasis on season tickets Feedback from patient advisors 	RW
tbc	Patient letters	<ul style="list-style-type: none"> Season ticket info added to outpatient letter template Season ticket information added to HISS letter template Feedback from patient advisors 	RW
Tbc Nov	Manned display stands restaurants	<ul style="list-style-type: none"> New charges Season tickets 	RW to book (will need support)
Tbc Nov	Public policy	<ul style="list-style-type: none"> New charges Season tickets Added to website 	RW
Winter edition	Members Trust Talk	<ul style="list-style-type: none"> New charges 	LD & RW

Date	Channel	Action/info	Lead
	magazine	<ul style="list-style-type: none"> Season tickets 	
Week before go live	Press release	AT spokesperson	LD
Week before go live	Media coverage	AT spokesperson	LD
Go live	Public website	<ul style="list-style-type: none"> New tariff now in action Season tickets 	RW & LD
Go live	Posters/flyers	<ul style="list-style-type: none"> Season ticket information available in the car parks office & reception areas 	RW & LD
RW & LD will continue to look for opportunities to promote season tickets and will promote them regularly on the homepage of the hospital website			

Internal communications plan: Implementing increased charge for staff car park permit through salary sacrifice

Aim: Provide staff with an understanding of using salary sacrifice to pay for car park permits and how it affects them

Objectives

- Explain advantages and disadvantages of salary sacrifice for the organisation and individuals
- Explain what opt out means and how to opt out
- Clearly identify the groups salary sacrifice might not be beneficial to (nearing retirement, risk of redundancy or tupe, maternity leave)

Key messages

- If you have a permit you will automatically begin to pay through salary sacrifice unless you opt out of the scheme
- Some groups should consider opting out (e.g. nearing retirement, risk of redundancy or tupe, maternity leave)
- The opt out model is being used because it leads to higher take up and larger savings for our hospitals.

Important dates

- Salary sacrifice implementation date (TBC)
- Final date to opt out (TBC)
- Date of 3rd party proposal

Action Plan

Laura Dennis communications officer (LD)

Ruth Ward travel manager (RW)

Pete Rogers senior manager HR (PR)

Linda Williamson human resources advisor (LW)

Simon Sheppard assistant director of finance (SS)

(Completed tasks are shaded grey)

Date	Channel	Action/info	Lead
Approval granted			

Date	Channel	Action/info	Lead
06.10.2011	INsite news	Increase approved, new charge, look out for more information about salary sacrifice	LD
06.10.2011	Desktop	Increase approved, new charge, look out for more information about salary sacrifice	LD
12.10.2011	100 (October)	Increase approved, new charge, look out for more information about salary sacrifice	LD
14.10.2011	Team Talk (October)	Increase approved, new charge, look out for more information about salary sacrifice	LD
17.10.2011	Notice	In car park office. Increase approved – direct queries to Ruth (not Serco)	RW
w/c 17.10.2011	Image for car park & salary sacrifice	To be used on desktop, INsite, screensaver to link the messages together	LD – ordered
Leading to implementation			
From w/c 31.10.2011	INsite pages	Working life/travel: <ul style="list-style-type: none"> Pages about new charges & salary sacrifice FAQs 	Content from SS/PR RW to add LD to review
w/c 31.10.2011 w/c 14.11.2011 w/c 28.11.2011 w/c 05.12.2011 w/c 12.12.2011 w/c 19.12.2011 w/c 02.01.2012 w/c 09.01.2012	INsite promos	News promos to raise awareness of SS & link to pages	LD – Booked (more can be added)

Date	Channel	Action/info	Lead
w/c 16.01.2012			
31.10.2011 17.11.2011 30.11.2011 06.12.2011 14.12.2011 28.12.2011 09.01.2012 16.01.2012	Desktop	Raise awareness of salary sacrifice - link to pages	LD – Booked (more can be added)
w/c 07.11.2011 (TBC pending 3 rd party)	Letter / pack to all staff	<ul style="list-style-type: none"> • Outlining advantages and disadvantages to salary sacrifice • Outlining which groups it is less likely to suit • How to opt out • Use of case studies 	SS/PR to provide content LD to review
w/c 07.11.2011 (TBC pending 3 rd party)	Specific letter to targeted groups. Identify: <ul style="list-style-type: none"> • Staff nearing retirement (55+) • At risk of redundancy or TUPE 	<ul style="list-style-type: none"> • Direct advice on why salary sacrifice is less likely to benefit you if you are nearing retirement • Direct advice on why salary sacrifice is less likely to benefit you if you are at risk of redundancy or TUPE 	SS/PR to provide content LD to review
14.11.2011 14.12.2011 16.01.2012	100 meeting	<ul style="list-style-type: none"> • Outlining advantages and disadvantages to salary sacrifice • Outlining which groups it is less likely to suit • How to opt out • Use of case studies 	SS/PR to provide content LD to review (on agenda)

Date	Channel	Action/info	Lead
14.11.2011 14.12.2011 16.01.2012	Team Talk	<ul style="list-style-type: none"> • Outlining advantages and disadvantages to salary sacrifice • Outlining which groups it is less likely to suit • How to opt out • Use of case studies 	SS/PR to provide content LD to review (on agenda)
TBC through Nov, Dec	Manned display stands restaurants	<ul style="list-style-type: none"> • Requires SS attendance • Outlining advantages and disadvantages to salary sacrifice • How to opt out • Use of case studies 	RW to book SS/PR & RW to attend
TBC Nov – Dec	INsite promotion of stands	Promote dates & times of manned display stands	LD
24.11.2011	Information on payslips	Text to refer to INsite for car park salary sacrifice	LD/ PR
w/c 28 Nov	Screensaver	Image with reminder text	LD
w/c 5 Dec	Trust Talk magazine insert	<ul style="list-style-type: none"> • Outlining advantages and disadvantages to salary sacrifice • Outlining which groups it is less likely to suit • How to opt out • Use of case studies with profiles & graphics 	LD to create SS/PR to provide content Deadline for content: 28.10.2011
w/c 5 Dec	Poster/ flyer	Trust Talk pull out to be used as a poster/flyer	LD
w/c 12 Dec	Text message	Have you discussed paying for car parking permit through salary sacrifice with your team. See INsite for advice on who may wish to opt out.	LD

Date	Channel	Action/info	Lead
w/c 19 Dec	Global email	<ul style="list-style-type: none"> • Outlining advantages and disadvantages to salary sacrifice • Outlining which groups it is less likely to suit • How to opt out • Use of case studies 	LD SS/PR to provide content
w/c 19 Dec	Policies	Update policies & add to INsite	RW
w/c 19 Dec	Forms	<ul style="list-style-type: none"> • Update the payroll forms • Clear opt out info 	RW & PR (LD to review)
Following implementation			
tbc	Permit information	Information sheet issued with new permits	RW & LD
tbc	Induction handbook	Information about the scheme added to staff handbook – emphasising opt out	RW & LW
tbc	Induction	Information about the scheme added to induction – emphasising opt out	RW & LW
tbc	Maternity handbook	Information on opting out and how to surrender your permit during leave	RW & LW
tbc	INsite promo	Ongoing promotion of car park permit information	LD
tbc	Desktop	Ongoing promotion of car park permit information	LD