

BOARD OF DIRECTORS MEETING (Open)

Date: 12 July 2017

Item Ref: 6

TITLE OF PAPER	Communications Review Update
TO BE PRESENTED BY	Margaret Saunders, Director of Corporate Governance (Board Secretary)
ACTION REQUIRED	To review and approve the next steps in the development of the Trust Communications function.
OUTCOME	To ensure the Board of Directors is fully informed of the next steps in the development Trust Communications function.
TIMETABLE FOR DECISION	12 July 2017
LINKS TO OTHER KEY REPORTS / DECISIONS	Underpins and links with all decision making and reporting of Trust business.
LINKS TO OTHER RELEVANT FRAMEWORKS BAF, RISK, OUTCOMES	Supports the Trust's Vision and Values, Strategic aims and Delivery Objectives, Board Assurance Framework (BAF) and associated risks
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	Ensure effective and resilient communication to support service delivery, engage service users, enhance the Trust's reputation and provides value for money.
CONSIDERATION OF LEGAL ISSUES	Supports the continued maintenance of the Trust profile and reputation.

Author of Report	Sue Norton
Designation	Interim Communications Consultant
Date of Report	1 July 2017

SUMMARY REPORT

Report to: BOARD OF DIRECTORS MEETING

Date: 12 July 2017

Subject: Communications Review Update

Presented by: Margaret Saunders, Director of Corporate Governance (Board Secretary)

Author: Sue Norton, Interim Communications Consultant

1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
	X	X			

2. Summary

At the end of 2016 a review of the current communications service was carried out and the findings and recommendations were reported to the December 22 2016 meeting of the EDG.

The paper aimed to support discussions on:

The future structure of a communications function to provide an effective service to protect and enhance the Trust's reputation

A resilient service that will support the Trust through times of significant change and challenge

A strategic service that can provide high-level advice to the executive team and create effective working relationships with key players locally and regionally

A modern and creative service that uses all the communications tools and channels available to ensure effective two-way communication and engagement with all audiences.

The recommendations contained in the December 2016 paper were approved by the Executive Directors Group (EDG) with this paper providing an update on progress and outline of next steps with timescales.

3 Next Steps

The summary the Communications Action Plan was developed in direct response to the themes which consistently emerged during the review from one-to-one conversations and the evaluation of current communications products and outputs.

Progress has been made in delivering against the action plan and is reported below in the update column. The first priority will be the development of the Trust's Communications and Engagement Strategy, which will incorporate the findings and recommendations of the review and drive further progress.

Theme(s)	Summary actions	Update
A clear and compelling narrative for all its audiences about opportunities, challenges and future direction	<ul style="list-style-type: none"> • Development of Trust narrative to support conversations with all audiences – facilitated workshop on January 30, 2017 with EDG to begin the work • The outputs from the workshop will inform the communications and engagement strategy 	<ul style="list-style-type: none"> • Event held in January 2017 and outputs summarised as a poster by the facilitator – this work will form the basis of future discussions and inform the communications and engagement strategy
A more modern, creative look and feel which embraces new ways of communicating alongside the traditional	<ul style="list-style-type: none"> • New bright and modern visual identity based around the Trust's Vision and Values • Greater use of infographics, animation, video, blogs and podcasts etc. 	<ul style="list-style-type: none"> • Refresh of Involve membership magazine has taken place June 2017 • Design elements have been carried across to other Trust publications including development of new annual review summary for use for recruitment, membership events etc. – June 2017 • Infographics designed for CQC inspection report and annual summary – provided as presentation pack to support colleagues – June 2017 • New stock photography in May and June 2017 for use across printed and digital materials
A high quality media relations service with a strong focus on improving proactive media work	<ul style="list-style-type: none"> • Build relationships with local media with communications lead and reporter/newsdesk meetings and CEO and editor meetings • Proactive media release planner • Close working with COG to 	<ul style="list-style-type: none"> • Development of proactive media release and campaign planner is in progress • Development of key working relationships with partners and local media

<p>Improved support for the executive team, including horizon scanning and media training, and robust briefing systems for key stakeholders</p> <p>Effective communications campaigns to support work to raise awareness and understanding of health and social care issues</p>	<p>maximise opportunities e.g. local paper health column</p> <ul style="list-style-type: none"> • Horizon scanning and improved reporting to EDG • Robust briefing system to ensure key stakeholders fully informed re contentious issues • Annual media training plan for executives/senior clinicians • Campaign planner developed with membership team and incorporating national events 	
<p>High quality support for programmes of service change and transformation and organisational change</p>	<ul style="list-style-type: none"> • Best practice information pack around service change for key audiences • Working group drawn from communications, HR and operations to support future development of consistent information 	<ul style="list-style-type: none"> • Work has taken place to develop briefing templates
<p>Internal staff communications need development with a clear understanding of current systems and their effectiveness</p>	<ul style="list-style-type: none"> • Internal communications audit • Trust e-newsletter to build sense of community and inform and engage • Cascade briefing system for the Trust from EDG - developed with HR and OD 	<ul style="list-style-type: none"> • E-newsletter pilot planned for w/c July 5 2017 to replace current Communications Digest and complement and promote CEO letter
<p>High quality and accessible information for service users and their families and carers</p>	<ul style="list-style-type: none"> • Website overhaul • Patient information toolkit/identity guidelines/templates 	<ul style="list-style-type: none"> • Interim improvements to Trust website shared with IMST and work now underway to action them • Content review carried out with recommendations for changes/improvements • Outline Business Case for longer-term web solution to Business System Strategy Group July 5, 2017
<p>Development is required in the use of digital media for both internal and external audiences</p>	<ul style="list-style-type: none"> • Website and intranet overhaul • Develop social media strategy to make greater use of platforms to engage and interact with audiences 	<ul style="list-style-type: none"> • Website - as above
<p>Strengthened links with other</p>	<ul style="list-style-type: none"> • Improved strategic communications links 	<ul style="list-style-type: none"> • Enhance key links with partner comms teams and

communications teams and gain an improved understanding of the needs of key stakeholders	between key partners <ul style="list-style-type: none"> • Stakeholder e-newsletter 	asked to strengthen networks <ul style="list-style-type: none"> • E-newsletter and new GP and Governor portals on website key parts of future strategy
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4 Actions

Agree to set up a working group for 70th anniversary celebrations and agree an Executive Director lead for the working group.

5 Monitoring Arrangements

Monitoring arrangements will be via Director of Corporate Governance (Board Secretary), EDG, Committees and Board of Directors.

6 Contact Details

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