

SUMMARY REPORT		
Transformation Board Meeting in Public	6 April 2018	Item: 09a
Title of report	Communication Priorities and Update	
SRO	Jackie Pendleton	
Author(s)	Sharon Davidson, Associate Director – Communications and Engagement, Shaping Our Future	
Purpose of report	<p>This paper has three key areas of information, and seeks endorsement and feedback to inform ongoing development in these areas:</p> <ul style="list-style-type: none"> • Immediate communications and engagement priorities • Stakeholder Relationship Mapping approach • Areas of further support from NHS England 	
Recommendation	The Transformation Board is recommended to endorse the direction of travel for the SOF communications and engagement function and provide feedback to further inform these areas.	
Engagement and Consultation Undertaken to Date	<p>This paper draws upon recommendations made in the spring of 2017 with SOF programme staff as part of an engagement and communications review by NHS England’s national team. This involved conversations with a range of senior and communications staff at SOF as well as within its component organisations.</p> <p>The details of this work and the recommendations have been informed by a presentation and feedback session at the SOF comms hub meeting in December 2017 and follow up conversations with key individual members of this group.</p> <p>Portfolio Board, on 23rd March 2018, received and agreed to these developments.</p> <p>It has not been discussed with patients’ as no formal consultation is required for this type of business development.</p>	

Executive Summary

This report describes proposals that will help SOF to brief its stakeholders more systematically and proactively; reduce duplication of resources and processes; and begin to build long-term trust and records of interactions with key groups to ensure the programme is acknowledging external priorities as far as is reasonably practicable.

It outlines 6 key areas for development:

- Agreement to the development of a suite of early communication priorities in order to extend patient, public, stakeholder and staff reach quickly;
- A proactive stakeholder relationship management process with assigned SOF programme individuals;
- The creation of a single set of shared stakeholder management briefing materials;
- Development of a revised set of corporate communications and engagement materials;
- Development of a grid of proactive opportunities to use as a hook to talk to SOF's stakeholders across multiple channels; and
- Continued stakeholder monitoring material to provide a "no surprises" approach to proactive and reactive communications efforts.

Interdependencies with other work streams (where relevant)	Interdependencies have been considered and, given the wide reaching nature of communications and engagement activity, the outputs of all of the key areas described will have an impact to some degree, on all SOF work-streams. These key areas are about appropriate infrastructure for the communications and engagement function. Without them, impact cannot be determined.
Financial implications	This paper sets out an offer of support from NHS England's national System Transformation Group, which is largely being offered as free staff time. Some design costs could be covered by NHS England nationally if required.
Key Risks	These proposals are designed to help the SOF programme manage its reputation and mitigate the risks associated with this process with the public in general, and with key stakeholder groups in particular.
Sources of evidence in support of proposals	The information in this report draws on conversations and intelligence-gathering with members of the SOF engagement and communications hub, including desk-based research and digital monitoring through a contracted service.
Equality and Diversity Statement	The authors do not believe the majority of this paper's issues would have impacts on differential groups of people who may experience health inequalities. It proposes the development of new communication material, which is anticipated to be handled in the same way as existing SOF material. The agreement to setting up a social media suite of platforms would, however, have potential for targeting comms to specific groups which might be harder to reach ordinarily. Equally, commitment to film with a BSL signer would both have positive impacts.
Communications requirements	Actions in this paper include a set of communication resources with NHS England would support the production of, and training in.

COMMUNICATION PRIORITIES AND UPDATE

1. Background

Early in 2017, a review was carried out by NHS England's system transformation team, into the Shaping our Future (SOF) communications and engagement function. By way of follow-up, agreement was reached about developing a stakeholder relationship management and briefing approach.

As recently as 12th March 2018, a Communications Lead for SOF was appointed on an interim basis.

This update report, therefore, covers:

- an initial list of communication and engagement priorities;
- the agreed stakeholder relationship management approach;
- Resources and processes to support the above approach;
- Suitable corporate engagement and communication materials;
- Developing set piece "moments" for stakeholder engagement; and
- Continuation of external stakeholder monitoring.

2. Early priorities

- i. We expect to have a draft Communications and Engagement Strategy by the end of April 2018. It will require sign off from partner organisations and the Portfolio Board. This will:
 - explain how communications and engagement will support the SOF programme direction of travel and workstreams;
 - How communications and engagement resources are being built and deployed;
 - Outline the governance structures for the function;
 - Outline our approach to staff engagement and supporting clinical leaders;
 - Outline our plans for public engagement in relation to transformation activities;
 - Outline our expectations for the on-going development and deployment of an overarching narrative;
 - Describe our stakeholder management approach and how we will gather and use insight obtained from it; and
 - Explain how we will evaluate our communications and engagement effort.
- ii. Development of social channels:
 - We must develop our ability to reach and engage with a much wider audience than we currently do. This will impact on all corners of the programme if deployed in an organised, planned and controlled manner.

- Facebook, Twitter, YouTube and Instagram are four platforms we will develop in the first instance. These will provide spread across all demographic groups at all times of the day of the day (each has its own peak periods).
 - We will manage these platforms via Hootsuite, which will provide metrics in relation to the reach and impact of our messaging and engagement activities.
- iii. Utilising the Royal Cornwall Show:
- SOF will have a presence at this show and it will be a key opportunity to achieve a number of public awareness objectives, not least to explain the rationale for the SOF programme and what it means to those present.
 - In the lead up to this event, we anticipate partnering with Healthwatch Cornwall on a BBC Radio Cornwall (health) programme. This will signpost our attendance at the RC Show and hopefully attract more visitors to find out about the SOF programme.
 - At the show, we anticipate filming the delivery of an explanation of SOF, with a BSL signer present; as well as demonstrating our SOF website to passers by.
- iv. Public explanation film:
- We are working with Healthwatch Cornwall to film a short, easy-to-understand, explanation of SOF.
- v. Website:
- Today is the re-launch of the new SOF website with links to our new social media channels. This will enable people to follow our messaging at a time that suits them, in a place that suits them, through a device that suits them.
- vi. Public and staff newsletters:
- We already have a public facing newsletter. A second edition will be published in April 2018, and quarterly thereafter.
 - A monthly staff newsletter is currently being developed.

3. New Stakeholder Relationship Management Approach

The engagement approach adopted by the programme to date has received positive feedback. However, we now need to routinely capture insights from these

opportunities, and manage the process of engagement with key stakeholders more thoroughly.

To do this effectively, we will assign SOF programme members to key stakeholders, to “own” that particular relationship so that it matures and develops into a trusted point of first contact on all matters relating to SOF.

Additionally, a shared workspace will house relevant documents, which support this approach. This will unify the current dispersed system of information. We expect to populate this system by summer 2018 and NHS England is able to provide training and ongoing support to the SOF communications hub, in its use.

4. Corporate Communications and Engagement Materials

A package of materials, consistent with other STP areas and focussing on making sense of the programme to a public audience, will be developed. For example: these will explain the development of new care models; explain our vision of a local integrated care system etc., thereby reducing the current levels of confusion which are apparent.

5. Planning set piece “moments” for stakeholder engagement

We will develop a list of 2018 “moments” to inform large-scale stakeholder communications on proactive, positive, terms. These will be actively promoted.

6. External monitoring

We will continue to access two monitoring services from which we receive daily email alerts about relevant local stakeholder activity online. We receive 5-30 items a week. We also have access to a system that shows the influence and relative digital impact of stories. This could supplement our metrics on impact.

The second service monitors parliamentary and political activity and we receive weekly summaries of relevant information for SOF, from this.

7. Conclusions

The Transformation Board is asked to endorse the activities contained in this update report.