

**NHS 24
BOARD MEETING
20 JUNE 2024
ITEM NO 10.2
FOR APPROVAL**

COMMUNICATIONS DELIVERY PLAN 2024/25

Executive Sponsor: Suzy Aspley, Chief Communications Officer

Lead Officer/Author: Lisa Dransfield, Deputy Head of Communications

Action Required: The Board is asked to approve the Communications Delivery Plan for 2024/25.

Key Points for this Committee to consider

This is the Annual Communications Delivery Plan for 2024 - 25.

Governance process

The paper was approved by the EMT in June and will be monitored via quarterly updates to the Planning & Performance Committee. A report highlighting staff communications and engagement activity will be presented quarterly to the Staff Governance Committee.

Strategic alignment and link to overarching NHS Scotland priorities and strategies

The paper is aligned to NHS 24 strategic and corporate objectives. It is also aligned with key NHS 24 strategies including:

- NHS 24 Strategy
- Key Scottish Government Ministerial Priorities
- NHS 24 Realistic Medicine Framework
- NHS 24 Strategic and Corporate Risk Register
- Excellence in Care

Strategic alignment and link to Corporate Delivery Plan activity

All activity is aligned to the Corporate Delivery Plan and corporate objectives. All work supports service and digital transformation priorities, alongside business-as-usual activity for the coming year.

Key Risks

The delivery of the communications plan provides mitigation against key reputational risks for the organisation.

Financial Implications

All objectives are delivered in line with agreed corporate communications budget, or specific project budgets for which communications support is requested during the year.

All work is delivered in line with best value principles in terms of financial and all other associated resource.

Equality and Diversity

All planned activity is carried out in line with NHS 24 policies on Equality and Diversity with appropriate guidance in these important areas.

1. RECOMMENDATION

- 1.1 The NHS 24 Board is asked to approve the Communications Delivery Plan for 2024-25 (Appendix 1).

2. TIMING

- 2.1 The plan was approved by the EMT in June and will go thereafter to the Planning and Performance Committee as a quarterly progress update on activity.

3. BACKGROUND

- 3.1 The plan outlines planned internal and external communications and engagement activity which will be delivered by the NHS 24 Corporate Communications Team during the coming year.

All activity will be aligned to the Service and Digital Transformation Portfolios, and existing approved documents such as the Community and Partner Engagement Framework (which will include evaluation of activity), along with the delivery of business-as-usual activity.

4. ENGAGEMENT

- 4.1 Engagement around specific portfolios of work, for example the digital transformation programme, or the extensive work delivered in partnership with Workforce colleagues, will take place throughout the year. Detailed workplans for those areas are also being developed and reported into the appropriate programme/project boards.

5. FINANCIAL IMPLICATIONS

- 5.1 All projects and programmes of work will be delivered within agreed budgets either from within the core corporate communications budget, or associated project/programme budgets.

6. MEASURABLE BENEFITS

- 6.1 This plan is a standard routine report with measurable benefits embedded in the updates for specific projects, for example, the winter campaign evaluation

outputs which are independently assessed. Where possible other metrics will be utilised to monitor progress, for example, social media metrics around engagement, or user statistics for our internal communications channels.

7. NEXT STEPS

- 7.1 The Communications Delivery Plan for 2024-25 quarterly update will be presented to the next Planning and Performance Committee.

Communications Delivery Plan



2024 - 2025



All Communications activity for 2024/25 is aligned to the NHS 24 Corporate Objectives and the Corporate Delivery Plan. Outputs will also be aligned with core programmes of work including Service Transformation Programme, the Digital Transformation Programme, Community Engagement Framework and Business as Usual activity.




Media, Content and Campaigns

- Marketing
- Social, Press, Broadcast Media
- AV and digital content development

Corporate

- Internal Communications
- Leadership and Staff Engagement
- Public Affairs and FOI
- Primary & Community Care Engagement and Education

Measuring Output- RAG Status

-  Activity is on target and progressing according to plan
-  Activity is likely to be delayed, or to be altered
-  Activity is unlikely to be completed or will be subject to delays and subsequent impact on delivery

In addition to the use of RAG to monitor delivery, activity will also be measured as follows:

We will:

- Publish 20 press releases
- maintain positive media sentiment (60% +)
- maintain social media engagement levels to exceed industry standard
- produce campaign evaluation using annual, comparable metrics
- ensure 60% of staff engage with Team Talk

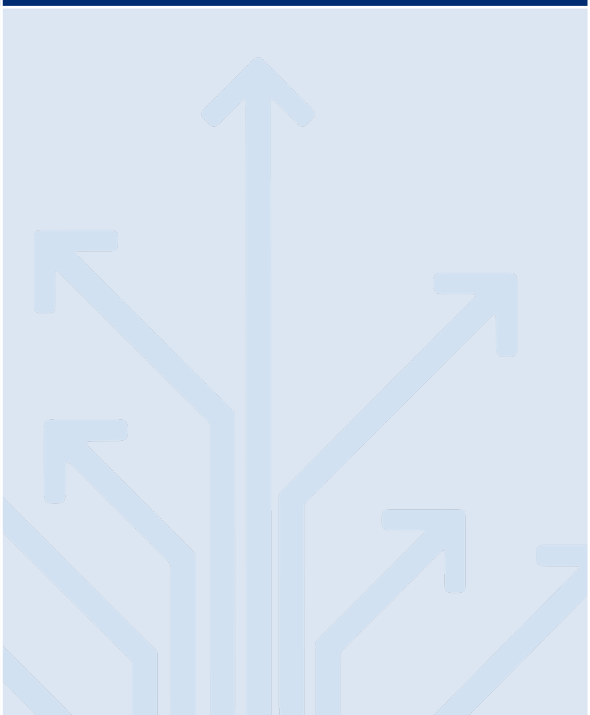
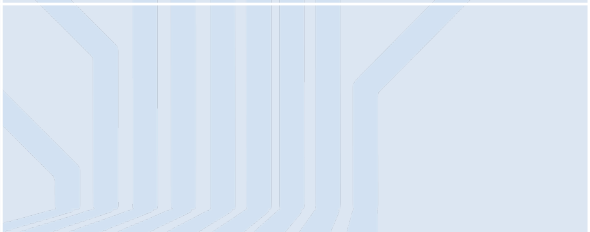
CORPORATE DELIVERABLE: Replacement of NHS 24’s core service technology and providing an infrastructure to deliver agile, connected, accessible and collaborative omni-channel environment.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
Ensure NHS 24’s core service technology provides an infrastructure to deliver an agile, connected, accessible and collaborative omni-channel environment.	Deliver internal and external communications plan to support the Digital Transformation Programme.	<ul style="list-style-type: none"> Positive feedback from staff and partners measured through regular pulse surveys. All DTP workstreams supported and content delivered in a timely way, in line with the DTP Delivery Plan. 	LM		○
			LM		○
	Wider BAU programmes, such as WFM, supported and promoted through omni-channel communications.	<ul style="list-style-type: none"> Supports knowledge and understanding of wider technology programmes underway. 	LM		○

CORPORATE DELIVERABLE: Continuous improvement of core service performance in line with NHS 24’s Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
Continuous improvement of core service performance in line with NHS 24’s Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place.	Deliver a multi-channel communication plan to support appropriate use of services ensuring people can access the right care in the right place to optimise service performance and protect and enhance NHS 24’s reputation.	<ul style="list-style-type: none"> Proactive and reactive communications delivered across all available channels directing public to appropriate services, including real-time support during peak periods. 	LD		○
	Devise, develop and deliver comprehensive health marketing campaigns, seasonally and as required.	<ul style="list-style-type: none"> New multi-channel health campaigns delivered, and impact evaluated via post-campaign research. 	LD		○
	Communications support for Service Transformation workstreams and ongoing optimisation projects.	<ul style="list-style-type: none"> Service Delivery projects fully supported to optimise performance. 	LD		○

CORPORATE DELIVERABLE: Continuous improvement of core service performance in line with NHS 24's Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place. (Continued)

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
<p>Continuous improvement of core service performance in line with NHS 24's Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place. (cont)</p>	<p>In collaboration with Public Health Scotland, contribute to the national preventative health agenda through the provision of high quality, effective information in appropriate formats.</p>	<ul style="list-style-type: none"> • Provide consistent national information and messaging in a range of formats to help people make informed choices about their health and wellbeing. 	LD		○
	<p>Effective management of external media relations.</p>	<ul style="list-style-type: none"> • Positive sentiment across all media channels (including social media). • Manage media enquiries in a professional and timely manner. • Support services at peak holiday periods (particularly Winter and Easter) 	LD		○
			GM		○
<p>Improving the impact and delivery of mental health support and services.</p>	<p>Continued development of communications activity to support Mind to Mind and Surviving Suicidal Thoughts.</p>	<ul style="list-style-type: none"> • Increased organic traffic to communications and digital content. Increased click through to content on MH services. 	LD		○
		<ul style="list-style-type: none"> • Create content to support phase three of SST. 	LD		○

CORPORATE DELIVERABLE: Deliver a sustainable workforce and a supportive workplace that ensures we have the right people with the right skills.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
Lead the organisation to deliver a sustainable workforce and supportive workplace ensuring our culture, values and performance support NHS Scotland	Deliver multi-channel programme of internal communications that promotes a values-led culture and provides a range of opportunities for staff to keep informed and engaged.	<ul style="list-style-type: none"> Comprehensive range of communications materials delivered which support knowledge and understanding of key corporate information evidenced through iMatter, pulse surveys, Culture and Wellbeing Dashboards. 	LM		○
		<ul style="list-style-type: none"> Reward and recognition programme of activity delivered across centres to support improvements in staff experience. 	AMC		○
		<ul style="list-style-type: none"> Team Talk & Service Delivery News pulse surveys to ensure content continues to be informative and engaging. 	AMC		○
		<ul style="list-style-type: none"> Regular Feedback into Action content provided. 	LM		○
	Strengthen organisational leadership, and knowledge around equality, health inequalities and human rights to meet public sector equality duties including actions on anti-racism.	<ul style="list-style-type: none"> Provision of strategic communications guidance with Participation and Equalities colleagues to support equalities awareness raising and anti-racism. 	LM		○
		<ul style="list-style-type: none"> Opportunities for leadership to engage with staff groups across NHS 24. 	LM		○
	Deliver effective multi-channel communications to support recruitment and retention practices.	<ul style="list-style-type: none"> Enhanced levels of engagement with recruitment content across multi-channels. 	LD		○

CORPORATE DELIVERABLE: Enhance online presence and improve support through strategic development and improvement of digital products and services.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
Ensure NHS 24's core service technology provides an infrastructure to deliver an agile, connected, accessible and collaborative omni-channel environment.	Deliver multi-media communications to promote digital services including NHS24.scot and NHS24 online app.	<ul style="list-style-type: none"> Increased awareness and use of digital solutions through user data monitoring. Enhance digital patient journey with multi-media content to increase use of and satisfaction with digital services. 	LD		○
			LD		○
	Support the review of NHS Inform as an NHS Scotland national health asset.	<ul style="list-style-type: none"> Contribute to and influence content development and partner engagement workstreams. 			○

CORPORATE DELIVERABLE: Ongoing collaboration with Health Board partners and Scottish Government to deliver a more preventative, and integrated approach to delivering sustainable services.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
Enhancing the reputation of NHS 24 by developing positive partner, stakeholder and patient relations.	Contribute effectively at a system level across Strategic Communications and public health communications network and supporting SG marcomms activity.	<ul style="list-style-type: none"> NHS 24 interests represented across senior communications network portfolio, primary care, mental health, and digital SG divisions. 	SA		○
	Advocate for collaborative communications activity across national boards and deliver joint activity where appropriate.	<ul style="list-style-type: none"> Working in partnership to deliver targeted seasonal health campaigns through consistent national messaging. 	LD		○
		<ul style="list-style-type: none"> Deliver multi-media content to increase engagement, in partnership with Board communications teams. 	LD		○

CORPORATE DELIVERABLE: Creating the conditions for transformation by developing future models and ways of working to meet stakeholder needs with services that are easy to access, seamless and connected.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
<p>Enhancing the reputation of NHS 24 by developing positive partner, stakeholder and patient relations</p>	<p>Deliver comprehensive programme of targeted communications and engagement activity with key partners to support communities experiencing or at risk of health inequalities.</p>	<ul style="list-style-type: none"> Improved partner relationships and community capacity building by educating key organisations on NHS 24 services, and how and when to utilise them. Measured by improved sentiment feedback. 	LM		○
	<p>Provide strategic communications guidance to deliver aligned corporate communications and engagement activity that informs and educates people about the services we provide.</p>	<ul style="list-style-type: none"> Increased awareness and understanding of the delivery of all of NHS 24's services, including endpoints. Regular communications with elected representatives and other professional groups via Talk 24 with a focus on those areas where NHS 24 is an anchor institution. 	LM LH/GM		○ ○
	<p>Targeted review of social media to develop and deliver content to new audiences in partnership with third and independent sector.</p>	<ul style="list-style-type: none"> Increased engagement with content by partner organisations. 	LD		○

CORPORATE COMMUNICATIONS: Contribution to Board level priorities.

Communications Objectives	Deliverable	Output Measure	Lead	Update	RAG
<p>Support the delivery of ambitions within NHS 24's sustainability and climate emergency action plan</p>	<p>Through regular communications, promote interventions that seek to reduce negative impact to the environment and contribute towards net zero.</p>	<ul style="list-style-type: none"> Communications assets and activity are compliant with Scottish Government priorities on the climate emergency and sustainability and value. Measurable reduction of non-essential NHS 24 business travel in the team. 	AMC		○
	<p>Deliver communications to educate and promote actions arising from NHS 24's sustainability and climate emergency plan.</p>	<ul style="list-style-type: none"> Programmes are supported with timely internal and external communications. 	AMC		○
<p>Ensuring compliance and that the Board continues to meet all responsibilities and statutory duties across key areas.</p>	<p>Delivery of Board level engagement opportunities within NHS 24, across NHS Scotland and the wider landscape.</p>	<ul style="list-style-type: none"> Increase knowledge and awareness of the Board and its responsibilities. 	CSMT		○
	<p>Support Board requirement to design and deliver Annual Review and Annual Report and Accounts.</p>	<ul style="list-style-type: none"> Support Annual Review with event management, asset production and media relations. High quality report delivered to deadlines. 	CSMT		○
	<p>Strategic communications input to support FOI responses</p>	<ul style="list-style-type: none"> Ensures appropriate narrative is articulated within responses. Protects NHS 24's reputation. 	LH/GM		○