

NHS
North Staffordshire
Combined Healthcare
NHS Trust



NHS
HARPLANDS
HOSPITAL

Communications Delivery Plan

2024 - 2027

Plan on a page

Communications and Engagement Objectives

Our Aim

To maximise the reputation of Combined Healthcare and the outcomes of its services through professional, high-quality, inclusive, innovative and impactful communications and engagement which inspires and supports its people, involves its partners, stakeholders and service users and leads the NHS

Information	Involvement	Inclusion	Impact	Innovation
<p>We will provide high quality, actively managed information and content to our staff, service users and stakeholders that is (i) timely, (ii) accessible, (iii) accurate, (iv) honest and (v) proactive</p>	<p>We will actively seek feedback and involve our staff, partners, stakeholders and service users to ensure our communications and engagement maximise access, experience and outcomes</p>	<p>We will ensure that inclusion, diversity and accessibility is at the heart of all we do, so that everyone can be involved and benefit to the fullest extent and feel an enhanced sense of belonging</p>	<p>We will ensure we deliver maximum impact by aligning our activities and outcomes with the trust's strategic priorities and supporting its services and people to deliver outstanding, personalised, compassionate care</p>	<p>We will promote and adopt innovation and leading edge tools and techniques to support the Trust's reputation for excellence and ensure we are always in the vanguard of thinking and practice</p>
Objective is supported by action or activity	Objective is supported by action or activity	Objective is supported by action or activity	Objective is supported by action or activity	Objective is supported by action or activity
<ul style="list-style-type: none"> AGM Awareness Days and Events Calendar B-roll and Images Bank CEO Board Report and Board Summary Channels Development Christmas Campaign Comms Inbox monitoring and triage Content-triggered Comms and Engagement Implement Comms Team Content and Action Plans Newsround Operational Excellence Screensavers SOPS/SLAs for key activities Staff Handbook Stakeholder Database Management Supplier liaison and billing System and Regional Comms Support 	<ul style="list-style-type: none"> Annual Satisfaction Survey Ask the Board B-roll and Images Bank Combinations Podcast Comms Support for Community Mental Health Strategy External stakeholder engagement Outreach to Seldom Heard Groups Public Affairs REACH Social Media Stakeholder Engagement System and Regional Comms Support 	<ul style="list-style-type: none"> B-roll and Images Bank CAT enhancement Comms Support for People Plan Enhanced Service Pages on website Outreach to Seldom Heard Groups Public website refresh Veterans Support 	<ul style="list-style-type: none"> Awards Support B-roll and Images Bank Brand, Marketing, Reputation Management Comms Support for Community Mental Health Strategy Comms Support for Green Agenda Comms Support for People Plan Comms Support for Project 86 Comms Support for QA Group /CQC prep Comms Support for Trust Five-Year Strategy Digital Screens for Team Locations Enhanced Service Pages on website Enhanced tools and services for Teams Exec Exchange Face-to-face, online and virtual Induction activities Face-to-face, online and virtual recruitment activities Innovation to BAU mainstreaming Interactive Training on digital screens Print Design services Staff/ Teams / Projects films Support for Annual Report and Accounts production Support for Long Service Awards Support for NHS Staff Survey Team line management and resilience Three Year Plan Monitoring and Assurance 	<ul style="list-style-type: none"> Animation B-roll and Images Bank CTV Develop Commercial offering Digital Film Production Hybrid Meetings Interactive Training on digital screens Lawton House Digital Studio Livestreaming National marketing / brand promotion Public website refresh Thought Leadership Virtual Reality

Contents

	Page
Plan on a page	
Introduction	1
How the Communications Objectives and Delivery Plan support the five year Trust Strategy	2
Our Communications Objectives - the 5 'I's	3
Our four engagement pledges	4
Delivery Plan 2024-2027	5
The Delivery Plan Strands, Components and SMART KPIs	6

Introduction

North Staffordshire Combined Healthcare NHS Trust is proud of its reputation as an Outstanding organisation which delivers services which are safe, personalised, accessible and recovery-focussed and which are delivered by people who abide by its values of being compassionate, approachable, responsible and excellent.

The trust is also proud to be unashamably ambitious with an overall vision to be “Outstanding in ALL we do and HOW we do it.”

The Trust has set a five-year Trust Strategy “The future of North Staffordshire NHS Trust 2023-2028”, based on three strategic objectives:

- **Prevention;**
- **Access;**
- **Growth.**

Underpinning this strategy are a series of enabling plans of which this Communications Delivery Plan is one.

It sets a new aim for the team to be delivered over the next three years to “maximise the reputation of North Staffordshire Combined Healthcare NHS Trust and the outcomes of its services through outstanding professional, high-quality, inclusive, innovative and impactful communications and engagement which inspires and supports its people and involves its partners, stakeholders and service users.”

It anchors that aim in five new Communications Objectives:

- **Information** - we will provide high quality, actively managed and well-planned information and content to our staff, stakeholders and service users that is (i) timely, (ii) accessible, (iii) accurate, (iv) honest and (v) proactive;
- **Involvement** - we will involve our people, partners, stakeholders and services users in design and use of our communications and engagement to maximise access, experience and outcomes;
- **Inclusion** - we will ensure that inclusion, diversity and accessibility is at the heart of all we do, so that everyone can be involved and benefit to the fullest extent and feel an enhanced sense of belonging;
- **Impact** - we will ensure that we deliver maximum impact by aligning our activities and outcomes with the trust’s strategic priorities and supporting its services and people to deliver outstanding, personalised, compassionate care; and
- **Innovation** - we will promote and adopt innovation and leading edge tools and techniques to support the trust’s reputation for excellence and ensure we are always in the vanguard of thinking and practice.

The three year Delivery Plan is made up of 63 components grouped into 8 programme strands.

Each Plan component has a specific SMART KPI associated with it, so we can track delivery and outcomes.

In creating this Delivery Plan, the team conducted extensive engagement - both internally and externally - with staff, service users and stakeholders. We are confident, therefore, that it meets the needs and priorities of those who it is designed to serve.

We also drew upon recommendations and findings of the MIAA Internal Audit Review of Communications and the recently completed Deloitte Well-Led Review.

Ourselves and the entire Comms Team look forward to delivering the aims and objectives contained herein.



Joe McCrea
Associate Director of Communications

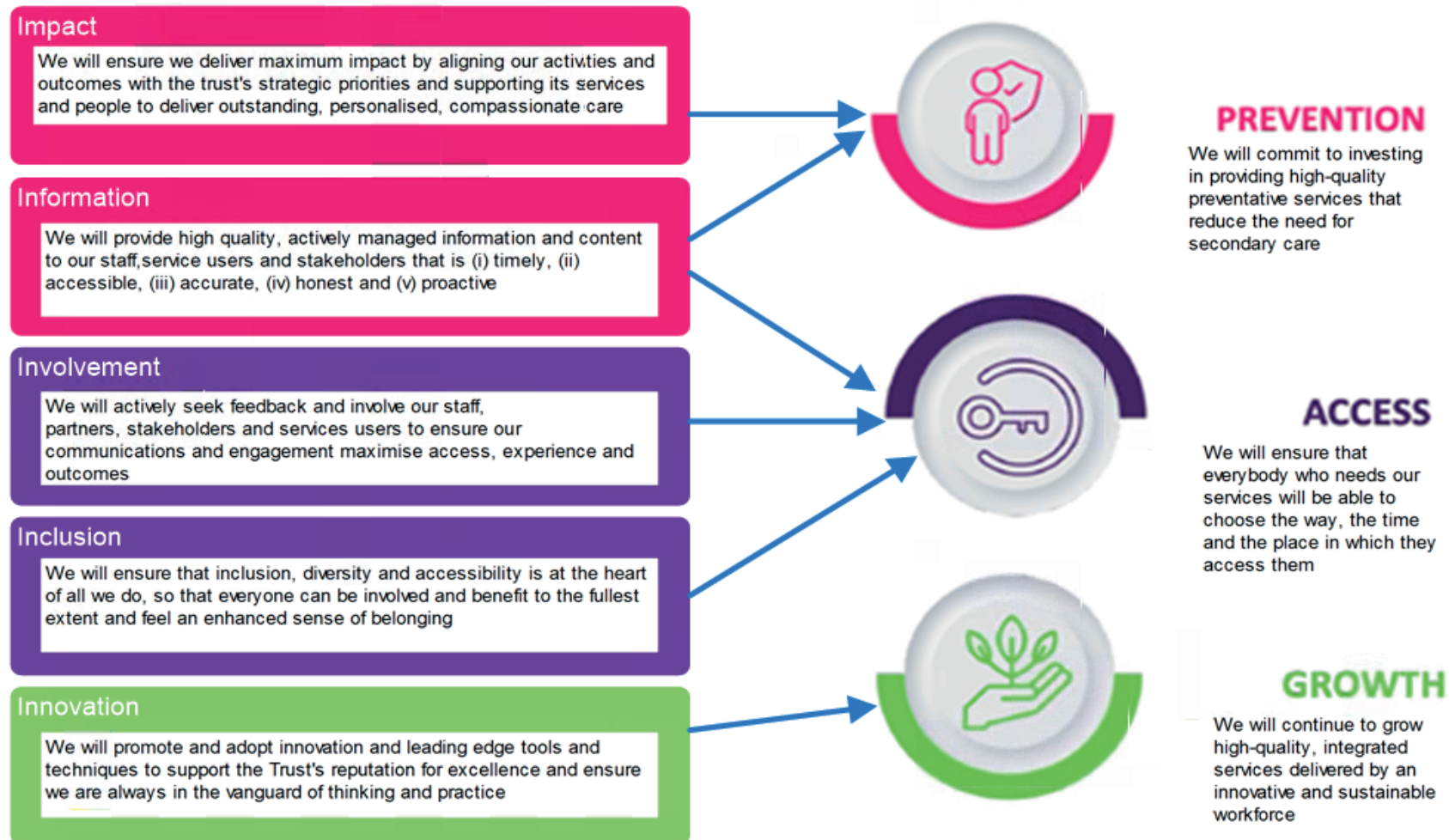


Kerry Smith
Chief People Officer

Summer 2024

How the Communications Objectives and Delivery Plan support the five year Trust Strategy

Our Communications Objectives and the underpinning Delivery Plan have been explicitly designed to support the delivery of the five-year Trust Strategy “The future of North Staffordshire NHS Trust 2023-2028” - as shown below.



Our Communications Objectives

Communications should not exist in a vacuum or be undertaken as an end in itself. It needs to be firmly aligned with - and support - the delivery of the Trust's strategy and its core objectives. Recognising that, our new aim for the team to be delivered over the next three years is to "maximise the reputation of North Staffordshire Combined Healthcare NHS Trust and the outcomes of its services through outstanding professional, high-quality, inclusive, innovative and impactful communications and engagement which inspires and supports its people and involves its partners, stakeholders and service users." To achieve this, we have anchored that aim in five new Communications Objectives, which we are calling the 5 'I's.

Innovation

We will promote and adopt innovation and leading edge tools and techniques to support the trust's reputation for excellence and ensure we are always in the vanguard of thinking and practice

Information

We will provide high quality, actively managed and well-planned information and content to our staff, stakeholders and service users that is (i) timely, (ii) accessible, (iii) accurate, (iv) honest and (v) proactive

Impact

We will ensure that we deliver maximum impact by aligning our activities and outcomes with the trust's strategic priorities and supporting its services to deliver outstanding, compassionate care



Involvement

We will involve our staff, service users, stakeholders and partners in design and use of our communications and engagement to maximise access, experience and outcomes

Inclusion

we will ensure that inclusion, diversity and accessibility is at the heart of all we do, so that everyone can be involved and benefit to the fullest extent and feel an enhanced sense of belonging

Our four engagement pledges

To complement our Communications Objectives, we also have four engagement pledges that we make to our people, stakeholders, service users and their families.



If you have
a story to tell
we will help you
tell it



If you have a
question to ask
we will help you
ask it



If you have
insight to share
we will help you
share it



If you have a
contribution to
make
we will help you
make it

Delivery Plan 2024 - 2027

The Delivery Plan is the vehicle by which we translate our 5 Communications Objectives into real world outcomes. It contains 63 components grouped into 8 programme strands. Each Plan component has a specific SMART KPI associated with it, so we can track delivery and outcomes.

Communications and Engagement Three Year Plan 2024-2027 Components

Brand, Marketing, Reputation Management			
Awards Support	Thought Leadership	Staff Handbook	Develop Commercial offering
CEO Board Report and Board Summary	National marketing / brand promotion	Awareness Days and Events Calendar	Public website refresh

Operational Excellence			
Events Management and Production	Implement Comms Team Content and Action Plans	Innovation to BAU mainstreaming	SOPS/SLAs for key activities
Team line management and resilience	Supplier liaison and billing	Comms Inbox monitoring and triage	Three Year Plan Monitoring and Assurance
Annual Satisfaction Survey	B-roll and Images Bank		

People Initiatives			
Face-to-face, online and virtual Induction activities	Face-to-face, online and virtual recruitment activities	Comms Support for People Plan	Support for NHS Staff Survey
Support for Long Service Awards	Patient / Service User Stories		

Key Annual Deliverables			
AGM	REACH	Christmas Campaign	Support for Annual Report and Accounts production

Enhanced tools and services for Teams			
Animation	Enhanced Service Pages on website	CTV Panel Shows	Interactive Training on digital screens
Lawton House Digital Studio	Livestreaming	Digital Film Production	Digital Screens for Team Locations
Staff/ Teams / Projects films	Virtual Reality	Print Design services	Hybrid Meetings

Stakeholder Engagement			
Stakeholder Database Management	Public Affairs	External stakeholder engagement	Outreach to Seldom Heard Groups

Channels Development			
CAT enhancement	Ask the Board	Combinations Podcast	Screensavers
CTV	Social Media	Content-triggered Comms and Engagement	Newsround
Exec Exchange			

Support for wider Programmes			
Comms Support for Community Mental Health Strategy	Comms Support for Substance Misuse	Comms Support for Green Agenda	Veterans Support
System and Regional Comms Support	Comms Support for Trust Five-Year Strategy	Comms Support for Project Chrysalis	Comms Support for QA Group /CQC prep

How will we measure and review delivery?

There are a range of methods and activities which we use to measure and review delivery:

- SMART KPIs - Each plan component has an associated SMART Key Performance Indicator, which is actively monitored and reported against through internal programme/project monitoring and assurance through agreed Trust governance structures;
- Staff, Stakeholder and Service User Feedback - We regularly and proactively seek and welcome feedback from our people, stakeholders and service users via a variety of techniques and channels – including an Annual Satisfaction Survey - to ensure that our communications and engagement is meeting their needs, is accessible and flexible in its delivery and timely and appropriate in its content. Their feedback is invaluable in enhancing collaboration and user experiences in all we do;
- After-Action Reviews – we conduct structured After-Action Reviews in the aftermath of our key annual deliverables – including our REACH Awards, AGM and Long Service Awards – to continually learn and apply lessons for the future;
- Horizon scanning and benchmarking – we carry out regular horizon scanning to ensure our content, skills, channels and techniques remain at the cutting edge of commercial and public sector best practice, as well as delivering maximum value for money and return on investment; and
- Annual Review – we review progress annually against programme aims and component delivery, taking into account lessons learned from all four activities above - and refine and adjust activity as necessary in line with the Trust's QI methodology.

How do we provide assurance to the Trust?

Assurance on the delivery of the plan is reported - as part of overall governance and assurance of the Communications and Engagement function - through the People, Culture and Development Committee to the Trust Board.

How do we deliver value for money, cost-effectiveness and return on investment to the Trust?

Throughout its journey and development since 2016, the Communications function at Combined has operated with a far higher level of self-sufficiency and in-house delivery compared with the norm in the NHS. Rather than outsource the production and delivery of key outputs and content to external or commercial providers, the Trust has chosen to reduce external spend and instead invest in recruiting and developing specialist in-house skills, equipment and tools.

This has enabled it to achieve self-sufficiency in all key Trust-wide outputs and events - including for example the Annual Report and Quality Account, its Annual General Meeting and Trust Board meetings, its annual staff awards ceremony and long service awards. It also has meant that the Trust's services, teams and projects have been able to draw on these internal resources for free to obtain high quality reports, documents, leaflets, films and events. This has delivered significant value for money and return on investment for many years for the whole of Combined.

Not only does this mean that Combined Healthcare is currently in a far stronger and resilient place than the norm to be able to maintain the quality and excellence of its communications during a period of significant financial pressure. It also opens the possibility of being able to develop its comms function as an income generator for the Trust through offering highly competitive production facilities and outputs for external clients facing their own financial challenges.

The Delivery Plan Strands, Components and SMART KPIs

Brand, Marketing, Reputation Management

The national NHS brand is one of the most trusted brands in the world and has its own mandatory guidelines and standards. The Comms Team ensures that Combined Healthcare is always compliant with these national standards. Within these, we also design and promote a strong brand for Combined itself - its visual identity, values, tone and messaging. We protect and promote the reputation of the Trust, its leadership, its people and its services as being open and honest about the information they produce and the care they provide. We carry out public relations and marketing, harnessing platforms such as websites, social media, film and animation, virtual reality, awareness days and campaigns - and we always adopt leading edge practice, tools and techniques.

Brand, Marketing, Reputation Management

Promoting North Staffordshire Combined Healthcare NHS Trust as being Outstanding in ALL we do and HOW we do it, together with celebrating and recognising the talents, skills and achievements of our people, lies at the core of our recruitment and retention efforts

	Description	SMART KPI	Start Date	Completion Date
Awards Support	Awards are a crucial means by which we raise our profile, promote our successes and recognise and reward achievement.	Increase the number of key external awards supported by proofreading and Comms' role in SOP by 10% each year of the three year plan	01/01/2024	31/12/2027
Awareness Days and Events Calendar	Access to an externally curated comprehensive list of awareness days dedicated to promoting and raising awareness of various health issues affecting individuals and communities worldwide. From World Cancer Day to World Mental Health Day, the curated list covers a wide range of health topics including diseases, mental health, nutrition, exercise, and wellness. These awareness days provide a platform for individuals, organisations, and governments to come together and take action towards improving health outcomes, promoting healthy lifestyles, and reducing the prevalence of preventable diseases.	Produce awareness days toolkit for staff by 30/11/2024 to aid staff to promote their own activities. Produce events planner on CAT Intranet and manage underlying business process for teams to plan events so there are no unforeseen duplications	01/01/2024	30/11/2024
CEO Board Report and Board Summary	The CEO Board Report is a key part of our assurance function and allows the Trust Board and the public to hear directly from the Chief Executive on items of interest and importance and, through the ensuing discussion that takes place at Trust Board, understand a variety of views and perspectives as well as background and context.	Maintain production of 10 CEO Board Reports and Trust Board summary reports annually for duration of three year plan	01/01/2024	31/12/2027
Develop Commercial offering	Part of our long term ambition for the Communications function is to explore and market test whether or not the services provided by the team internally for the Trust can be offered as an external commercial service and income generator.	Develop a commercial offering for selling Trust Comms services and secure income	01/01/2025	31/12/2025
National marketing / brand promotion	Promoting on a national stage the core brand of Combined as being Outstanding in ALL we do and HOW we do it is an important contributor to our recruitment efforts.	Increase proactive national brand/reputation opportunities through external comms profile by 17% annually for each year of three year plan	01/01/2024	31/12/2027
Public website refresh	We need to regularly ensuring that our public website is reflective of industry-standard best practice, as well as compliant with emerging accessibility and useability standards. As part of our annual survey of staff and stakeholders, we also need to be continually mindful and responsive to their own views and feedback.	To launch a public website which reflects the internal site, creates a better user experience and meets our accessibility requirements by October 2024.	01/01/2024	31/10/2024
Staff Handbook	The staff handbook is a core resource that introduces new staff to Combined and advises existing staff on our core aims, values, strategies and processes	To produce an updated Staff Handbook and maintain its contents over time as the Trust develops its strategies and processes	01/03/2024	31/05/2024
Thought Leadership	Publicly demonstrating our understanding and adoption of leading edge practice, tools and techniques is an important part of our overall brand marketing and promotion of Combined as being Outstanding in ALL we do and HOW we do it.	Produce each year at least 2 public facing items of content and/or public speaking/external body opportunities to promote Trust's innovation in comms and engagement	01/01/2024	31/12/2027

Operational Excellence

Combined's overall aim is to be both Outstanding in ALL we do, but also HOW we do it. This applies to the Communications and Engagement Team as much as it does to frontline services. Over the period of the Delivery Plan, we will continually improve our operational planning and delivery, including developing and applying robust Standard Operating Procedures and Service Level Agreements, so that everyone who works in and with the team is clear about their roles and responsibilities. We will also look to enhance our capabilities and performance to match the best in the NHS, including establishing an internal events management function, mainstreaming innovation into Business As Usual and developing resilience and succession planning to ensure medium to long term success.

Operational Excellence

This strand delivers improvements in operational capacity, standard operating procedures and internal service level agreements. It implements key findings from the internal audit review of the Communications function and ensures resilience and long term succession planning across all aspects of the Comms Team function.

	Description	SMART KPI	Start Date	Completion Date
Annual Satisfaction Survey	Ensuring we continually receive feedback from staff and stakeholders in a structured fashion is key to us receiving assurance on the usefulness and value of our activities. It also is part of our wider horizon scanning and market research.	To have a 10% increase in customer service questionnaire responses year on year with overall satisfied or higher ratings on multiple choice questions.	01/03/2024	31/03/2025
B-roll and Images Bank	A comprehensive bank of images and short b-roll footage covering the full range of people, teams, projects, locations, activities and events at Combined	To have built and kept up to date a bank of 40 images and 20 items of b-roll footage in year 1, rising to 60 images and 30 b-roll by end of year 2 and 90 images and 40 b-roll by end of year 3	01/04/2024	31/03/2027
Comms Inbox monitoring and triage	Highly resource intensive and hidden back office activity and crucial component of effective operations of the communications and engagement function.	Maintain response delivery to Comms Inbox throughout three year delivery plan	01/01/2024	31/03/2027
Events Management and Production	Development of events management and production capability, with a view to possible offering as commercial service in latter half of the three year plan	To establish an internal events management function within the comms team	01/01/2024	31/12/2024
Implement Comms Team Content and Action Plans	Implementation of annual content and action plans, produced as part of the annual team internal review and assessment process.	Produce Annual Comms year plan and content plans and monthly implementation through team workflow meetings, reporting to Associate Director of Communications	01/01/2024	31/03/2026
Innovation to BAU mainstreaming	Ensuring that innovations and demonstrator projects brought forward by the Comms Team are mainstreamed into Trust Business As Usual to deliver long term improvement and return on investment.	Mainstream current innovation projects into Trust BAU	01/01/2024	31/03/2025
SOPS/SLAs for key activities	Implementation of key finding from the internal audit review of the Comms function.	Produce comms 'manual', editorial and brand guidelines, relevant SOPs and SLAs and team profile -who does what, all hosted on single location on CAT intranet	01/01/2024	31/12/2024
Supplier liaison and billing	Ensuring delivery of excellent external relations with existing and potential suppliers as well as compliance with Trust financial processes and SFIs.	Maintain supplier liaison and billing over three year plan period annually	01/01/2024	31/12/2026
Team line management and resilience	Crucial part of ensuring long term resilience and avoiding single point of failure for all aspects of the team's operations.	Ensure there are no single points of failure in knowledge across the team for all key activities and skillsets	01/01/2024	31/03/2027
Three Year Plan Monitoring and Assurance	Providing monitoring, reporting and assurance on all aspects of the three year Delivery Plan.	Maintain up to date monitoring and assurance reporting within Team management and agreed Trust governance structure	01/01/2024	31/03/2027

People Initiatives

The beating heart of Combined Healthcare is its people. One of the most important responsibilities of the Communications and Engagement Team is to inform, support, recognise and celebrate them. We do this partly through developing and supporting awards and engagement activities - including full responsibility for delivering our flagship annual event - the REACH awards. But we also have a crucial role to play in supporting the successful implementation of the trust's People Plan - working closely with People, Organisational Development education and training colleagues. Our work also is a key component in how Combined attracts and recruits people to choose the trust as their employer - and how we induct and welcome them to the trust in as inclusive, high quality and effective fashion as possible. So at each stage of our people's time with us - from recruitment and induction, through employment and service delivery, to celebration, achievement and retirement - excellent and professional communications and engagement is crucial.

People Initiatives

The People Plan is one of the most important documents in the Trust, detailing how we collectively make the Trust the best place to work within the NHS - including a strong emphasis on diversity and inclusion. The Delivery Plan overall contains many strands, tools and outcomes that will contribute to its success, but this strand ensures we keep a strong focus on the success of the People Plan alongside a number of key people-related activities

	Description	SMART KPI	Start Date	Completion Date
Comms Support for People Plan	The People Plan is one of the most important documents in the Trust as it details how we collectively make the Trust the best place to work within the NHS. Communications and Engagement is crucial to its success. The Delivery Plan overall contains many strands, tools and outcomes that will contribute to its success, but it is important to develop and maintain specific, high-level assurance that at the macro level, the profile and success of the People Plan is being maximised.	Review with OD and deliver communications and engagement plan for People Plan	01/01/2024	31/12/2027
Face-to-face, online and virtual Induction activities	Induction is one of the key activities whereby we introduce new people to Combined and begin to inculcate our values and priorities. We need to maximise all varieties of activities and channels to make the induction process as welcoming, flexible, inclusive and high quality as possible.	To have reviewed with the People Team what comms support they would like and to have implemented support as far as practically possible and within resource capabilities.	01/01/2024	31/12/2027
Face-to-face, online and virtual recruitment activities	Recruitment and retention is the lifeblood of the Trust. Attracting people to join Combined Healthcare is crucial to what we do. We need to maximise all varieties of activities and channels to make our recruitment activity as effective, flexible, inclusive and high quality as possible.	To have reviewed with the People Team what comms support they would like and to have implemented support as far as practically possible and within resource capabilities.	01/01/2024	31/12/2027
Patient / Service User Stories	Patient / Service User stories are a key mechanism by which we inform, celebrate, highlight and bring to life the impact and outcomes of delivery of our services and teams. They are a key component of Trust Board and Board Committee proceedings as well as a main content provider for CTV	To have produced at least 12 patient / service user stories per annum for each year of the Delivery Plan	01/04/2024	31/03/2027
Support for Long Service Awards	The Long Service Awards are one of the most important annual mechanisms whereby we recognise and celebrate those who have contributed most to the success of Combined.	To have reviewed with the OD Team what comms support they would like and to have implemented support as far as practically possible and within resource capabilities.	31/03/2024	30/07/2024
Support for NHS Staff Survey	Each autumn everyone who works in the NHS in England is invited to take part in the NHS Staff Survey. The survey offers a snapshot in time of how people experience their working lives, gathered at the same time each year. Its strength is in capturing a national picture alongside local detail, enabling Combined to understand what it is like for staff in our own Trust as well as how we compare with staff across different parts of the NHS, and where we need to work to make improvements.	Maintain promotion of NSS over three year plan period annually	01/09/2024	30/11/2024

Enhanced tools and services for teams

For a number of years, Combined has pursued a strategy of developing its internal capacity and skill sets in communications and engagement, so that it can deliver leading edge tools and services with unparalleled value for money compared with being forced to source externally each and every time. This means our teams can access advanced, high quality products and services at minimal cost - crucial at a time of financial challenge. Deploying this capacity directly for the benefit of our frontline teams is what drives the Communications and Engagement Team's pursuit of one of our key strategic objectives - Impact - to ensure that we deliver maximum impact by aligning our activities and outcomes with the Trust's strategic priorities and supporting its services to deliver outstanding, compassionate care.

Enhanced tools and services for Teams

The Trust has invested in the skills and equipment to develop a unique capability to deliver in-house a wide range of industry-standard striking digital and virtual reality at minimal cost. This strand contains details of these tools and services - all of which are available on request for co-development and use by teams, services and projects, granting them access to content and capabilities that would be beyond their budgetary constraints if procured externally.

	Description	SMART KPI	Start Date	Completion Date
Animation	The use of animation incorporating graphics and animated puppets has been used by the Trust for the past six years to increase ease of understanding and accessibility to sometimes dry or complicated subjects.	Double the current count of animation videos within the next twelve months. Develop a content creation plan, allocate resources, and engage animators to produce additional content.	01/01/2024	01/07/2024
CTV Panel Shows	The capability to deliver engaging discussions and presentations in the format of a daytime panel show.	Create a Panel Show every two months with lead presenter hosting a show and range of guests.	01/01/2024	31/12/2024
Digital Film Production	The capability to deliver industry-standard digital film and TV content for teams, services and projects which would be beyond budgetary constraints if procured externally.	Successfully organise and broadcast a minimum of 12 service and team films - plus 12 service user stories - each year.	01/01/2024	31/12/2026
Digital Screens for Team Locations	The Trust is rolling our digital screens to all Trust locations, plus the ability to centrally manage and distribute core Trust content, augmented with bespoke content particularly relevant to each location - agreed and developed with the service themselves.	To have installed digital screens in all required trust sites by December 2024	01/01/2024	01/12/2024
Enhanced Service Pages on website	A key part of the Trust's commitment to improving accessibility, useability and impact of information and advice about the services it provides - going beyond the basics to incorporate staff and service user films, virtual reality walkthroughs, feedback and testimonials and the Access Able guides.	Complete, proof and publish all 'core' fields and select 'additional' fields on all service pages, including promotion, by December 2024.	01/01/2024	01/12/2024
Hybrid Meetings	The capability to deliver hybrid meetings - merging face-to-face proceedings with MS Teams - including Trust Board meetings. This is a key part of the Trust's mission to improve accessibility, choice and inclusion in its engagement with stakeholders, service users and the public.	To have delivered for all Board and Board Committee that request it hybrid meetings in Lawton House with full video and audio capabilities via MS Teams and the option for live streaming on public facing events	01/01/2024	31/12/2024
Interactive Training on digital screens	The capability to deliver interactive training on digital screens incorporating touch-screen multiple choice education.	Implement hardware and software to allow interactive content on the LED walls and produce at least five projects in first two years utilising such capabilities.	01/01/2024	31/12/2025
Lawton House Digital Studio	The capability to deliver industry-standard digital film and TV content. The long term aim is to use market testing to investigate the feasibility of developing its digital facilities to be a commercial service and income generator for the Trust.	An established commercial studio function within the comms team to have completed one (profitable) project for an external client by September 2025.	01/01/2024	01/06/2025
Livestreaming	The capability to livestream key events and activities - including Trust Board meetings and events such as REACH. This is a key part of the Trust's mission to improve accessibility, choice and inclusion in its engagement with stakeholders, service users and the public.	Successfully conduct a minimum of 12 live streams within the next year, ensuring that each event is accessible to both the public and staff via YouTube Live.	01/01/2024	31/12/2024
Print Design services	The Trust has invested in the skills and equipment to develop a unique capability to deliver industry-standard digital print design services for its teams and projects that would be beyond budgetary constraints if procured externally..	Implement improved creative design briefing and amends/job tracking process and produce in-house suite of template designs for use across trust requests by 31/12/2024	01/01/2024	31/12/2024
Staff/ Teams / Projects films	Staff and Teams stories are a key mechanism by which we inform, celebrate, highlight and bring to life the impact and outcomes of delivery of our services and teams. They are a key component of Trust Board and Board Committee proceedings as well as a main content provider for CTV and exploit our capability to deliver bespoke films for teams and projects that would be beyond budgetary constraints if procured externally.	To have delivered staff stories for initial use at each meeting of PCDC and offered every Team/Project in the Trust a promotional or marketing film and to have delivered them by end 2025.	01/01/2024	31/12/2025
Virtual Reality	The capability to deliver highly innovative virtual reality walkthroughs of its services and VR training for teams and projects, which would be beyond budgetary constraints if procured externally.	Create four VR experiences in the first year for training and education at the Trust. These films will be available to use for free on Apple Vision/Meta Quests headsets, Lawton Screens and public website.	01/01/2024	31/12/2024

Channels Development

Two of the most important factors in delivering successful communications are (i) Content and (ii) Channels. Developing good quality, engaging content ensures people actually want to see or hear what you have to say. But having all the best content in the world is meaningless without channels to deliver that content to people, at a time and in a fashion that suits them. The nature of how people are choosing to receive digital content is changing exponentially - as they become used to streaming services, bite-size products, catch-up and on-demand delivery. Combined's Communications team has been at the forefront in the NHS of recognising and responding to this revolution in recent years and the Delivery Plan maintains this momentum. However, we need to be equally aware of the need to apply effort also to non-digital channels and content, to avoid exclusion.

Channels Development

Over the past six years, the Trust has progressively introduced a wide range of channels for communicating and engaging. This strand contains activities to respond to user feedback, improve the user experience and further increase the reach and capabilities of its channels portfolio.

	Description	SMART KPI	Start Date	Completion Date
Ask the Board	Ask the Board is a key part of stakeholder engagement underpinning the operations of the Trust Board	20% increase per year proactive submissions to Ask the Board Online	01/01/2024	31/12/2024
CAT enhancement	The Combined Access Tool (CAT) Intranet is one of the key resources for our staff and the subject of many requests for enhancement and additional capabilities.	To have implemented staffs' CAT UX requests/ suggestions as far as practically possible and within development hours budget by September 2024.	01/01/2024	01/09/2024
Combinations Podcast	The Combinations Podcast has received nearly 15,000 listens since its launch four years ago.	Achieve a 20% growth in the total number of podcast listeners over the next 12 months.	01/01/2024	31/12/2024
Content-triggered Comms and Engagement	The capability to deliver tailored content to users depending on specific activity or triggers.	Introduce content triggered content via Campaign Monitor	01/01/2024	31/03/2024
CTV	Combined Television - the Trust's digital TV station has received over 3,000 online views since its launch 18 months ago, on top of being available for free via digital screens at Harplands and Lawton House. It will be rolled out to all Trust sites via this Delivery Plan.	Achieve 100% compliance with monthly release schedule for CTV content across all channels. Roll out CTV to 75% of Trust sites	01/01/2024	31/12/2024
Exec Exchange	Exec Exchange is a key mechanism whereby the Executive Team interface with our staff.	To retain an audience of >70 per session (if monthly) over 12 months and increase questions per session from staff.	01/01/2024	31/12/2024
Newsround	Newsround is the most important and popular channel of communication to our staf.	Increase open and click rates of Newsround annually by 3% of each year of three year plan	01/01/2024	31/12/2026
Screensavers	Screensavers deliver bite-size core messaging to Trust devices and desktops.	Maintain delivery of maximum 6 screensavers a month for trust throughout three year delivery plan	01/01/2024	31/12/2026
Social Media	Once dismissed as a 'nice to have' fad which would fade away, social media has become an essential tool for communications and engagement.	Add main X social media handles to stakeholder database contacts/management on UKL by 31/12/2024 and ensure they are followed on corporate accounts. Increase numbers of followers on X, LinkedIn and Facebook by 2% annually for duration of three year	01/01/2024	31/12/2026

Key Annual Deliverables

The Communications Team are involved in many annual, recurring events and activities. Four in particular are included as key annual deliverables for the Delivery Plan.

Key Annual Deliverables

This strand contains details of the four key annual deliverables for the Trust delivered or supported by the Communications Team.

	Description	SMART KPI	Start Date	Completion Date
AGM	The Annual General Meeting is the official event held each year, where the Trust presents its Annual Report and Accounts, financial review of the year and gives staff and stakeholders the chance to ask the Board any questions they may have about its performance and activities over the year just past.	Deliver the AGM with full range of digital and broadcast support	01/09/2024	30/10/2024
Christmas Campaign	The Trust traditionally marks Christmas with a themed film and personalised card for all staff.	Production and oversight of Christmas campaign planner and targets kept on track; management of campaign confirmed with OD with clear responsibilities	01/09/2024	31/12/2024
REACH	The annual REACH Staff Awards are the set piece recognition for achievement and excellence by its staff.	To deliver a staff awards ceremony with a 5% increase in nominations on last year, 5% increase in live streams, secure sponsorship to ensure the 2024 event is profitable. To have overall satisfaction in survey responses in 2024.	01/08/2024	15/11/2024
Support for Annual Report and Accounts production	Department of Health and Social Care Group Bodies are required to publish each year, as a single document, a three-part annual report and accounts (ARA), containing (i) Performance Report, including an overview and a performance analysis; (ii) Accountability Report, including Corporate Governance Report, Remuneration and Staff Report, Audit Report; and (iii) The Financial Statements.	Provide production support for the ARA as agreed with governance team and ensure its publication on the Trust website in line with legal requirements.	01/03/2024	30/10/2024

Stakeholder Engagement

We will focus efforts particularly in increasing our outreach to Seldom Heard groups, as well as increasing the number of organisations with which we engage. We will also maintain our Trust Stakeholder Map, underpinned by our database of stakeholder organisations and individuals, with a twice-yearly refresh to maintain its currency and accuracy.

Stakeholder Engagement

Development of active stakeholder engagement has been identified as a key priority for the Trust. This strand contains delivery of a number of activities, tools and operations to support the Trust in developing and embedding a transformed approach and capability.

	Description	SMART KPI	Start Date	Completion Date
External stakeholder engagement	External stakeholder engagement is an essential requirement for the Trust's accessibility, openness and commitment of co-production and partnership	Increase the number of organisations with which we engage with and 'listen to' by 4% each year of the three year plan	01/01/2024	31/12/2024
Outreach to Seldom Heard Groups	Outreach to Seldom Heard groups and organisation of activities and channels to support and enable them to contribute to the Trust is a key component of our commitment to diversity and inclusion.	Baseline seldom heard groups in stakeholder database by 31/02/2024; Increase the number of seldom heard groups we engage/communicate by 10% annually of each year of three year plan	01/01/2024	31/12/2024
Public Affairs	Developing and maintaining our relationships with key decision makers, elected representatives and opinion formers is essential to our stakeholder engagement.	Secure visits to Trust from 3 key decision makers, elected representatives and opinion formers during 2024/25.	01/01/2024	31/12/2024
Stakeholder Database Management	The stakeholder database is a key underpinning resource asset	Support by inputting and keeping updated on the stakeholder database the number of organisations with which we engage with and 'listen to' by 4% each year of the three year plan, aligned with action 1	01/01/2024	31/12/2024

Support for wider Programmes

The Communications and Engagement Team do not operate in isolation from the rest of the trust and its partners. Just as it is important for the full range of skills, tools and channels to be made available to individual frontline teams and services, it is equally important that they are available to key programme-level and cross-cutting initiatives and activities. This is a second crucial factor in delivering the 'Impact' Strategic Objective, to ensure that we deliver maximum impact by aligning our activities and outcomes with the Trust's strategic priorities. The initial list in the Delivery Plan contains the current most prescient programmes where the Communications and Engagement Team are heavily involved. Of course, this list will most likely evolve and grow as time passes and external events and pressures change throughout the lifetime of the Plan.

Support for wider Programmes

The Communications Team provide comms and engagement support for a wide range of programmes and projects across the Trust and the wider Staffordshire and Stoke-on-Trent Integrated Cared System. Whilst not exhaustive, this strand contains a number of the key such programmes and projects.

	Description	SMART KPI	Start Date	Completion Date
Comms Support for Community Mental Health Strategy	The Community Mental Health Framework for Young Adults and Older Adults (CMHF) model means that NHS community mental health services will be developed with community organisation working together in a seamless way, with people who use services at the centre of service provision and much more involved in their own care and support.	Deliver communications and engagement plan for Community Mental Health Strategy in line with parameters agreed with project team	01/01/2024	31/03/2024
Comms Support for Green Agenda	Sustainability is one of the four key enablers for the Trust's Strategy 2023 - 2028 – as the Trust works towards delivering net zero, it wants to reduce its carbon footprint and ensure all of its resources are using renewable energy.	Produce and deliver communications and engagement plan for sustainability/green comms in 2024 Increase content on green/sustainability by 10% annually for each year of 3 year plan	01/01/2024	31/03/2026
Comms support for Project Chrysalis	Project Chrysalis is a £15million capital investment programme to eradicate dormitory accommodation across inpatient wards at Harplands Hospital to further enhance our inpatient facilities and improve the privacy and dignity arrangements of our patients.	Increase by 800 listens to Combinations Podcasts covering aspects of Project Chrysalis 100 views of virtual walkthroughs of Project Chrysalis sites Increase by 15% the number of staff reporting that they know about the aims and progress of Project Chrysalis	01/01/2024	31/12/2026
Comms Support for QA Group /CQC prep	The work of the Quality Assurance Group is key to delivering the Trust's vision to be Outstanding in ALL we do and HOW we do it.	To develop and deliver a comprehensive comms and engagement plan to support the QA Group and prepare for CQC announced inspection	01/02/2024	30/06/2024
Comms Support for Substance Misuse	The Edward Myers Unit strives to provide high-quality, recovery-focused, inpatient drug and alcohol detoxification for people with complex needs. Our specialist, multidisciplinary team is committed to providing the very best care for patients and their families. The team's innovative, person-centred approach supports people to achieve and sustain long-term recovery.	Produce and deliver communications and engagement plan for substance misuse project by 31/07/2024	01/01/2024	01/12/2024
Comms Support for Trust Five-Year Strategy	In April 2023, the Trust launched its new Trust Strategy for 2023 – 2028, 'The Future of North Staffordshire Combined Healthcare NHS Trust'. The strategy has been developed after many months of work and engagement with Trust staff, service users and external stakeholders to deliver a strategy which addresses the needs of North Staffordshire and Stoke-on-Trent's diverse, local population, aligned with Combined Healthcare's Trust values.	Maintain ongoing promotion and internal/external communications and engagement on the Trust Strategy 2023 - 2028 across all relevant communication channels annually to remind stakeholders of progress and outcomes.	01/01/2024	31/03/2026
System and Regional Comms Support	The Comms Team plays a key role alongside colleagues across the Staffordshire and Stoke-on-Trent Integrated Care System and regional NHS.	Increase campaigns/content led and supported by Combined comms team for/in liaison with system and region by 30% annually for duration of three year plan	01/01/2024	31/03/2026
Veterans Support	The Trust is proud to be signed up to the Armed Forces Covenant and has received accreditation awarded by the Veterans Covenant Healthcare Alliance (VCHA)	Produce and deliver communications and engagement plan for Veterans in 2024; increase content on veterans support by 10% annually for each year of 3 year plan	01/01/2024	31/12/2026