

YORKSHIRE AMBULANCE SERVICE – CORPORATE COMMUNICATIONS AND ENGAGEMENT STRATEGY

ACTION PLAN

This action plan is currently at a high level and will be further developed over coming weeks and months to contain the required level of detail. As with all such plans, it will only remain fit for purpose if it is constantly updated and kept under regular and continuous review. Ideally, the main objectives would be aligned directly to the key over-arching corporate objectives. The Communications and Engagement Strategy has been developed before those objectives have been finalised. However, the two strategies have been developed in parallel and it is possible to develop objectives and actions for communications and engagement which are aligned with the strategic and operational priorities of YAS. These are:

- Create and deliver dedicated action plans for the transformation programme work streams
 - A&E transformation
 - Integration of 999 and NHS 111 including further development of a world class clinical advisory hub
 - PTS transformation
 - Hub and spoke
- Support for local implementation of initiatives arising from the West Yorkshire Urgent and Emergency Care Vanguard programme
- Connecting with staff
- Connecting with corporate stakeholders
- Connecting with the public including a new system for securing continuous and high value public engagement
- External communications including media liaison, public information and campaigns

As and when the over-arching corporate objectives are finalised, this plan will be further revised and expanded to ensure complete alignment of communications and engagement activity to support the future development and overall strategy of the organisation as well as supporting its day-to-day business.

COMMUNICATIONS AND ENGAGEMENT (C&E) ACTION PLAN

YAS STRATEGIC PRIORITY: Deliver the transformation programme:				
<ul style="list-style-type: none"> • Deliver A&E transformation programme by 2017 • Integrate NHS 111 and 999 services to include further development of a world class clinical advisory hub • Transform PTS • Deliver the Hub and Spoke programme 				
C&E OBJECTIVE	C&E ACTIONS	LEAD	TIMESCALE	RESOURCES
Secure staff and stakeholder understanding and support for programmes and the need for transformation	Create and deliver dedicated C&E action plans - including stakeholder engagement plans - for each work stream designed to raise awareness and gain support from partners and key stakeholder	AD C&E	On going	
	A&E Transformation <ul style="list-style-type: none"> • Communications plan in development 	Interim Communications Officer	Ongoing, substantial work already undertaken	
	Hub and Spoke <ul style="list-style-type: none"> • Communications strategy • Stakeholder engagement plan for Doncaster/Bentley • Support for Make Ready/VPS (including video to showcase the development) 	AD C&E and Interim Communications Lead with work stream leads	COMPLETE February 2016 Ongoing	
	Development of NHS 111			
	PTS Transformation	C&E Team	Ongoing	

	<p>Overall development of ‘the transformation story’ – within the context of the corporate strategy and over-arching vision - pulling all work streams into one coherent, connected story for use with all stakeholders</p> <p>Develop ‘information sheets’ to support the key messages of all the programmes that can be used as individual collateral or as a coherent suite of information.</p> <p>Ensure any potential negative media issues are planned for and mitigations are put in place.</p> <ul style="list-style-type: none"> • Staff <p>Staff briefings ‘Staff Update’ newsletter (launched Feb 2016) Internal social media (launching Feb 2016) Drop-in sessions Roadshows Pulse content Other collateral (eg posters, written briefs, display stands, information in payslips, short films, blogs)</p> <ul style="list-style-type: none"> • Corporate stakeholders <p>Deliver a programme of visits by executives/non-</p>	<p>AD C&E and Head of Media Relations</p> <p>C&E Team and Executives</p> <p>Work stream leads /Executive/AD C&E/link to relationship managers</p> <p>Work stream leads</p> <p>C&E Team</p>	<p>Initial development in February/March then as and when required</p> <p>Ongoing</p> <p>On-going for individual work streams but needs linking together</p> <p>On-going</p> <p>On-going</p> <p>March 2016 onwards</p>	
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	<p>executives directors and senior staff (including relationship managers) to discuss, raise awareness and gain support</p> <p>Develop a programme of visits and events to liaise with other key NHS stakeholders – NHS TDA, NHS England, commissioners, provider NHS Trusts, SRGs</p> <p>Develop collateral (eg posters, presentations, pop-ups, display materials, web content, newsletters, information sheets, films) to support</p> <ul style="list-style-type: none"> Public audiences <p>As well as promoting the transformation journey it is crucial to promote a widespread understanding of what the Trust does and why we make the decisions we do etc. via traditional and social media campaigns, web content and other presentational materials</p> <ul style="list-style-type: none"> Media <p>Build an understanding with key media around what we do, why transformation is necessary and what the impacts will be via briefings, releases, ride-outs and exclusives</p>	<p>AD C&E / Communications and Engagement Manager</p> <p>AD C&E / Head of Media Relations</p>	<p>On-going</p>	
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YAS STRATEGIC PRIORITY: local implementation of initiatives arising from the West Yorkshire Urgent and Emergency Care Vanguard programme				
C&E OBJECTIVE	C&E ACTIONS	LEAD	TIMESCALE	RESOURCES
Ensure maximum levels of awareness and support for initiatives	<p>Work with external Vanguard C&E team to ensure alignment of approaches and messaging at local level</p> <p>Ensure C&E team is embedded with internal Vanguard team</p> <p>Develop and deliver a dedicated action plan to raise awareness and secure support including through bespoke presentations, proactive media in local, regional and trade press and other collateral</p> <p>Ensure staff can see what is in it for them and that Vanguard is part of the overall transformation 'story'</p>	AD C&E / Head of Internal and External Engagement	<p>On-going</p> <p>On-going</p> <p>March/April when new funding arrangements are clear</p>	
YAS STRATEGIC PRIORITY: Connecting with staff				
C&E OBJECTIVE	C&E ACTIONS	LEAD	TIMESCALE	RESOURCES
Staff are engaged and committed partners in the delivery of corporate objectives, work streams and actions	<p>Integrate the current Employee Engagement Strategy (developed November 2014) within the C&E strategy and take lead responsibility for delivery</p> <p>Overhaul and reintroduce a formal team briefing cascade with appropriate training for managers required to deliver briefings (including nominated deputies/stand-ins)</p> <p>Launch a revised staff newsletter (<i>Staff Update</i>) appropriate to all departments to maximise</p>	<p>AD C&E</p> <p>Head of Internal and Stakeholder Engagement</p> <p>AD C&E</p>	<p>April 2016</p> <p>DELIVERED</p>	

	<p>promotion of good news stories whilst maintaining distribution of essential clinical/operational content</p> <p>Launch a series of 'Big Conversation' events to gain regular feedback on issues and ideas</p> <p>Develop a programme of staff roadshows, drop-in sessions, workshops and visits by senior executives and non-executive directors using 'Big Conversation' techniques</p> <p>Launch a programme of annual staff conferences to include staff from all geographical areas, areas of work and grades</p> <p>Launch and roll out YAS TV in HQ and all stations. Investigate feasibility and affordability of making available on mobile and in-vehicle terminals</p> <p>Provide input and support for YAS Forum</p> <p>Deliver annual 'WE CARE' staff awards and recognition event maximising the opportunity to further promote developments across the Trust</p> <p>Develop and deliver events to celebrate the tenth anniversary of YAS</p> <p>Deliver annual long service and retirement event</p> <p>Develop a staff recognition scheme for those who make a contribution over and above expected</p>	<p>AD C&E</p> <p>AD C&E / Digital Communications Officer with ICT</p> <p>Communications and Engagement Manager</p> <p>AD C&E</p>	<p>April 2016</p> <p>March/April 2016</p> <p>On-going</p> <p>July 2016</p> <p>Sept 2016</p> <p>Sept 2016</p>	
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	<p>levels. This should be operated on both a local and trust wide level</p> <p>Launch an internal social media presence</p> <p>Create a network of communications champions across all areas to actively promote dissemination of information</p> <p>Redevelop and relaunch a revised CEx blog/regular communication. Ensure it is updated at least fortnightly.</p> <p>Ensure 'managers first' approach to information dissemination i.e. monthly update from TMG</p>	<p>AD C&E / Digital Communications Officer</p> <p>Head of Internal and External Engagement</p> <p>AD C&E</p> <p>AD C&E</p>	<p>February 2016</p> <p>July 2016</p> <p>April 2016</p> <p>On-going but needs refreshing and 'branded'</p>	
YAS STRATEGIC PRIORITY: Connecting with corporate stakeholders				
C&E OBJECTIVE	C&E ACTIONS	LEAD	TIMESCALE	RESOURCES
Secure maximum understanding and support from corporate partners and stakeholders in the delivery of YAS strategic objectives, work streams and actions	Liaise with and support relationship managers whose role will be to develop, improve and maintain relationships with corporate partners and stakeholders	AD C&E / Head of Internal and External Engagement	April/May 2016	Circa £12,500 per event
	Invest in a centralised system to record and collate intelligence on both external and internal stakeholders	AD C&E	May 2016	
	Stage a programme of deliberative events to involve stakeholders in the development and delivery of YAS strategies, plans and actions	AD C&E	June 2016	

	Review and relaunch stakeholder e newsletter and MP Briefing with refreshed style. Continue to hold annual/six-monthly MP Briefing events at House of Commons	AD C&E / Head of Internal and External Engagement	June 2016	
YAS STRATEGIC PRIORITY: Connecting with the public				
C&E OBJECTIVE	C&E ACTIONS	LEAD	TIMESCALE	RESOURCES
Secure maximum public awareness of current and future service models and encourage appropriate use of services	Roll out a deliberative public panels approach	AD of C&E (role for YAS Forum)		Circa £80,000 in year one, approx.. £50,000 per annum thereafter
Local people become influential partners in the developments of strategies and plans and delivery of new service models	Develop systematic approach to third sector engagement	AD of C&E and board		
Establish YAS as a gold standard exemplar for stakeholder engagement – first within the ambulance sector then within the NHS	Develop a Community Asset Based approach to public engagement	AD of C&E		
Ensure promoting diversity and equality is a guiding principle in all C&E activity	Provide input and support to the YAS Forum			
YAS STRATEGIC PRIORITY: Excellent external communications				
C&E OBJECTIVE	C&E ACTIONS	LEAD	TIMESCALE	RESOURCES
Gain recognition as a beacon site within the ambulance sector for the quality of external communications	Develop and implement a robust annual cycle of proactive public information campaigns In 2016/17 these will include: Be a lifesaver – incorporating CPR, Restart a Heart etc.	AD C&E and Communications and Engagement Manager	On-going	

	<p>Winter preparedness and planning</p> <p>Understanding YAS -</p> <p>Ensure a large enough cadre of executives and senior managers are appropriately trained to deal with media interviews – including broadcast and challenging interviews</p> <p>Maintain out-of-hours on-call support 24/7 Deliver first class media liaison services with a strong bias towards proactive work including developing trade press and features</p> <p>Maintain a media monitoring service and alert key individuals to relevant coverage, trends and emerging issues</p> <p>Undertake a competitive tendering exercise to put in place a framework of suppliers to provide creative services such as design, photography or print</p> <p>Further develop use of social media, including Facebook, Twitter, YouTube, and Instagram etc. growing audience cover through multiple channels, tweetathons and creativity</p>	<p>Head of Media Relations</p> <p>AD C&E and Head of Media Relations</p> <p>Head of Media Relations</p> <p>Head of Media Relations</p> <p>AD C&E / Head of Media Relations/Digital Communications Officer</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>October 2016</p> <p>On going</p>	
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	<p>Review, improve, redesign and launch enhanced website with flexibility and capacity to contain micro-sites and use of on-line polling and surveys ensure improved recruitment is a key factor in this</p> <p>Refresh corporate brand</p>	<p>AD C&E / Digital Communications Officer</p> <p>AD C&E / Digital Communications Officer and ICT</p>	<p>March 2017</p> <p>Summer 2016</p>	
Business as usual	<p>Deliver an informative and creative Annual Report and Annual Review document in line with the Quality Accounts</p> <p>Provide support for teams and departments across C&E activity regularly, review and revise C&E policies such as the social media policy or media protocol. Creating training and guidance materials for staff such as FAQs and top tips where appropriate.</p> <p>Review and update the photograph library annually</p> <p>Ensure the management of nominations for QAM and other honours is regular and timely</p> <p>Proactively seek out opportunities to enter services into awards across all sectors</p>	<p>AD C&E / Head of Media Relations</p> <p>C&E team</p> <p>AD C&E / Head of Media Relations</p> <p>Head of Media Relations</p> <p>Head of Media Relations</p>	<p>June/July 2016</p> <p>On-going</p> <p>On-going</p> <p>March 2016</p> <p>On-going</p>	

	<p>Horizon scan amongst other UK ambulance services, NHS bodies and other organisations to identify and adopt best practice</p> <p>Operate Press Office service</p> <p>Support Business continuity and major incident activity and gain ISO certification</p>	<p>Head of Media Relations</p> <p>C&E Team</p> <p>AD C&E C&E Team</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>	
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