

This paper relates  
to Agenda Item 19



**Title/Subject:** Communications Framework & Protocol  
**Meeting:** Integration Joint Board  
**Date:** 24 March 2016  
**Submitted By:** Communications & Participation Manager (Falkirk Council)  
Head of Communications (NHS Forth Valley)  
**Action:** For Decision

## **1. INTRODUCTION**

- 1.1 The purpose of this report is to set out a proposed framework and protocol for internal and external communication by the Integration Joint Board. Clear, consistent, timely and accessible communications for service users, carers, employees, communities and other stakeholders will increase understanding of what health and social care integration involves and what it means for individuals and their care.

## **2. RECOMMENDATION**

The Integration Joint Board is asked to:

- 2.1 approve the communications framework and protocol attached Appendix 1.
- 2.2 note that the communications plan will be brought forward to the June IJB meeting for approval.

## **3. BACKGROUND**

- 3.1 This framework has been developed jointly by NHS Forth Valley and Falkirk, Clackmannanshire and Stirling Councils. It draws on discussions with communications officers in other areas and the best practice presented at seminars organised by the Scottish Government.

## **4. PURPOSE OF THE FRAMEWORK**

- 4.1 The framework aims to ensure that:
- Staff, third sector and independent service providers in NHS Forth Valley and the three local authority areas have access to information about health

and social care integration and are kept informed of relevant changes and developments which affect them and the services they provide in a consistent and co-ordinated way.

- Service users, families, carers and the public are reassured that they will still have access to the health and social care services they require and are kept updated on relevant local developments, benefits and improvements.

4.2 In order to achieve this, it recommends that a joined-up approach to communications is adopted, drawing on well-established arrangements for collaborative working on communications. It also sets out some key actions that will underpin this approach.

4.3 These include ongoing development of:

- Core key messages
- Frequently asked questions, which will be tailored to meet the needs of individual partnerships as they develop
- Timelines for communications and engagement activities
- A focus on practical and tangible improvements, benefits and outcomes rather than structures, policies and legislation
- A consistent visual identity for the Partnership which reflects its vision and values.

4.4 It is recognised that while many of the issues will be similar for both partnerships, there will be a need to develop distinctive communications for each partnership to reflect differences in approaches, priority and timing. The draft framework is attached for approval, Appendix 1.

4.5 The Strategic Planning Group considered the communications requirements for the Falkirk Partnership at their recent meeting held on 10 March 2016. The feedback from this session will be incorporated into the draft communications plan. This will be presented to the IJB meeting in June 2016 for approval.

## **5. CONCLUSIONS**

### **Resource Implications**

No additional communications resources have been identified to support the Health and Social Care Partnerships, so action plans and activities will need to take account of the current available capacity across NHS Forth Valley and local authorities.

### **Impact on Integration Joint Board Outcomes and Priorities**

The communications plan will ensure the delivery of key messages and communications to support the implementation of the Strategic Plan.

### **Legal and risk implications**

There are no additional legal and risk implications associated with this report.

### **Consultation**

No additional consultation has been undertaken for the purpose of this report.

### **Equality and Human Rights Impact Assessment**

It is recognised that there are equalities issues in relation to the provision of accessible communications and these will be taken into account.

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Approved for Submission by: Patricia Cassidy, Chief Officer

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**Date:** 11/03/16

**List of Background Papers:** Appendix 1

March 2016

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# Communications Framework & Protocol

Falkirk Health & Social Care Partnership  
Clackmannanshire & Stirling Health & Social Care Partnership

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**Contents**

<b>A Forth Valley Communications Framework Overview</b>	<b>3</b>
<b>Achieving a joined-up approach to communications</b>	<b>4</b>
<b>Key Outcomes</b>	<b>5</b>
<b>Key Stakeholders</b>	<b>5</b>
<b>Internal Communications</b>	<b>6</b>
<b>Media and External communications</b>	<b>6</b>
<b>Online communications – website and social media</b>	<b>8</b>
<b>Cross-organisation communications</b>	<b>9</b>
<b>The way forward</b>	<b>9</b>
<b>Appendix 1 – Interim Branding Guidelines</b>	<b>10</b>
<b>Appendix 2 – Key Aims and Messages</b>	<b>12</b>
<b>Appendix 3 - Notes to Editors</b>	<b>14</b>

## *A FORTH COMMUNICATIONS FRAMEWORK - OVERVIEW*

Legislation in the form of the Public Bodies (Joint working) (Scotland) Act 2014 came into force on 1 April 2014. The Act requires Health Boards and Local Authorities to integrate their health and social care services. This means that local teams across health and social care in Forth Valley will work together to deliver quality, sustainable care and services resulting in improved outcomes for the people and their families who use these services.

Integration Joint Boards will oversee work with staff in NHS Forth Valley, Falkirk Council, Clackmannanshire Council and Stirling Council to make the necessary plans and put in place the essential arrangements for the coordinated delivery of health and social care. This will ensure that those individuals with long-term conditions and disabilities, many of whom are older people, will get the joined-up and seamless support and care that they need to live safely and independently in their own homes for as long as possible.

Clear, consistent, timely, targeted and accessible communications for service users, carers, staff, communities and other stakeholders is vital to raise awareness and understanding of what health and social care integration is all about and what it means for individuals and their care.

Integration is not about starting again as health and social care organisations across Forth Valley already work closely together and there are a number of successful examples of joint working which can be developed going forward. There are also many good, on-going examples of joined-up communications between partner agencies and this protocol aims to enhance and build on these existing relationships and arrangements.

This communications framework aims to ensure:

- **Staff, third sector and independent service providers in NHS Forth Valley and the three local authorities have access to information about health and social care integration and are kept informed of relevant changes and developments which affect them and the services they provide in a consistent and co-ordinated way**
- **Service users, families, carers and the public are reassured that they will still have access to the health and social care services they require and are kept updated on relevant local developments, benefits and improvements**

It is widely accepted that all organisations involved in Health and Social Care Integration must involve, engage and communicate with their staff and stakeholders. There is a real risk of inconsistent and uncoordinated messaging being issued by partners due to having two partnerships taking forward integration across Forth Valley. A joined-up, consistent and co-ordinated approach to communications is therefore important to ensure staff, service users and other key stakeholders receive the same messages and information at the same time.

## *ACHIEVING A JOINED UP APPROACH TO COMMUNICATIONS*

### **Key Principles**

It is important to remember that there are already many good, on-going examples of joined-up communications between partner organisations. All local authorities in Forth Valley and NHS Forth Valley, along with many of our third and independent sector partners, have established working relationships with effective arrangements in place for external and internal communications. All of the partner organisations also have access to a wide range of well-established and effective communication tools and channels which have been developed and improved over many years. It is therefore vital to make use of these existing tools and channels to communicate effectively with key stakeholders and avoid setting up separate stand-alone channels and resources specifically for the two new Health and Social Care Partnerships (HSCPs) which are not integrated with existing communication tools. This will ensure that the ongoing work to support the integration of services is not communicated in a silo separate from other core health and social care communications activity but instead becomes an integral and core part of existing communications within each of the partner agencies.

Much of the initial development of HSCPs focuses on the framework to support integration, including governance and legislative requirements. It is important, however, to remember that, while these are important and of interest to a number of staff directly involved in these areas, they are not likely to be of widespread interest to patients and the wider general public. It is therefore important to tailor information to the needs of individual audiences and ensure that it is relevant and provided in a way that is easy to understand. While internal communications are likely to remain an important focus during the first year of operation, there will also be opportunities to engage service users, unpaid carers, third and independent sectors and local communities developing local plans. As the HSCPs develop and evolve, there will be more opportunities to communicate relevant information to service users, the wider general public and local communities. These external communications should predominantly focus on tangible benefits, achievements and outcomes rather than structures, organisational and operational arrangements.

This will be achieved through the ongoing development of:

- Core key messages
- Core Frequently Asked Questions (FAQs) which can be built on to meet the needs of individual Partnerships as they develop
- A timeline for key communications and engagement milestones highlighted in an annual action plan
- Joint approach to internal communications

- Joint approach to external communications and media enquiries
- A joined-up approach to online content on public-facing websites and social media communications
- A focus on practical and tangible improvements, benefits and outcomes rather than structures, policies and legislation
- The use of relevant local Partnership case studies of staff and patients/service users sharing their experiences of integration and involvement in integration planning
- Regular and ongoing dialogue between communications leads in each of the Partnership organisations to share experience and best-practice
- Practical and effective solutions to address cross-organisation communications needs and provide support in a joined up and equitable way

It is also recognised that, while many of the issues will be similar for both Partnerships, there will be a need to customise communications for each Partnership to reflect differences in approaches, priorities and timing. The possibility of developing branding for the new HSCPs has been raised and work is now underway to agree a process to identify potential options. In the meantime, existing partner logos should continue to be used for relevant publications and reports as outlined in Appendix 1.

### *KEY OUTCOMES*

There are nine [national outcomes](#) and work has also been undertaken to identify a number of local priorities to meet the needs of communities across Forth Valley. These are set out in the Strategic Plans for each HSCP which will be implemented over a three year period.

### *KEY STAKEHOLDERS*

As part of our working arrangements, it is important to identify and engage with both our internal and external stakeholders.

How we communicate with them is detailed elsewhere in this protocol however these have been identified as the main groups we will communicate with.



## Internal

Staff from the three local authorities; NHS Forth Valley staff; elected members; Board members; GPs and other independent health contractors such as dentists, pharmacists and opticians.

## External

Service users; unpaid carers; community groups; the Third Sector; independent providers of health and social care services; MPs and MSPs; Scottish Government; relevant health and social care inspectorates; local media

- *JOINT INTERNAL COMMUNICATIONS PROTOCOL*
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Wherever possible, information about relevant changes, decisions and developments should be made available to staff in the three local authorities and NHS Forth Valley before it becomes public. Communications leads from each of the Partner organisations should therefore work together to develop, agree the content of internal communications and ensure these shared consistently with staff at the same time using existing, established internal communication channels such as staff intranets, emails and staff briefs. Managers and team leaders will be asked to ensure that the information is made available to staff without easy access to computers.

While some individuals will have a specific interest in governance arrangements, structures and legislation the vast majority of staff will be more interested in relevant service developments, announcements, plans and priorities which are likely to directly affect them or service users or patients they work with. Internal communications should therefore focus on the information which is likely to be of interest and relevant to local staff and ensure that information is provided in a format which is easy to understand and free from jargon.

## *JOINT MEDIA AND EXTERNAL COMMUNICATIONS PROTOCOL*

Communication leads will work closely with Chief Officers and other relevant staff to make sure that all information shared with the public, the media and other stakeholders is accurate, consistent, clear and coordinated.

Partnership communication teams will work together to manage media enquiries and issue information to the media in a joined up and co-ordinated way, working with relevant local staff and service leads.

Partner organisations will work together to provide communications support to the HSCPs, including media management. This includes responding to any media enquiries relating to the activities, plans and performance of the HSCPs. Responses will be developed and approved by the most appropriate individual. In general, comments relating to the plans, policies and performance of the HSCP will be attributed to a spokesperson for the Partnership. This will normally be the Chief Officer, Chair or relevant member of the

Integration Joint Board. Enquiries regarding routine, day-to-day operational and service issues will continue to be dealt with by the relevant service, clinical or professional leads within each of the Partner organisations and communications staff will work together to ensure that relevant requests, enquiries and responses are shared with appropriate staff within each organisation.

Staff or Board members who are contacted directly by the media for comment on Partnership business or activities should contact a member of staff from either of the partner organisation's communications teams immediately for advice, support and guidance.

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- **Proactive Communications**

Communications teams from the relevant local authorities and NHS Forth Valley will work together to proactively promote the work and services which the HSCP is responsible for. All proactive communications and comments relating to the work of either HSCP will be jointly developed and agreed in advance. Communications teams will also work together to identify and agree a joint approach to new or emerging issues.

Depending on which services the communication relates to – i.e. local social care or local health care services – the communications staff from one of the partner organisations may agree to take the lead role in co-ordinating PR and publicity. This may include drafting and issuing media releases, arranging photo-calls and media briefings and developing articles for partner publications. Promotional material and information will be shared with relevant partners and promoted in a consistent and joined up way using existing communication tools within each of the Partner organisations such as websites, social media channels and publications. Initial web pages have been created to provide information and updates on health and social care integration in Forth Valley. These are hosted on the NHS Forth Valley website ([www.nhsforthvalley.com](http://www.nhsforthvalley.com)) and linked to from the three council websites to avoid duplication and provide consistent messages.

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- **Corporate Communications**

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- Each partner organisation has access to a number of well established and effective communication vehicles to raise awareness of their work amongst staff and the general public. Core publications include the Falkirk Council News (Falkirk Council's public newspaper which is delivered to every home in the Falkirk Council area), Community Health News (NHS Forth Valley's public magazine) and Staff News (NHS Forth Valley's staff magazine), Grapevine (Clackmannanshire Council's staff magazine) and View (Clackmannanshire Council's public newspaper which is delivered to every home in the Clackmannanshire Council area). All partners also have websites, intranets, staff bulletins and a range of social media channels which can be used to provide local information and updates on health and social care integration.

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- Communications leads from each of the Partner organisations will continue to make use of these valuable corporate resources to provide relevant news, updates and information on integration and consider if any additional resources or tools are required in the future to meet the needs of the HSCPs.

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## Monitoring and Review

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- This protocol will be reviewed and updated on a regular basis to take account of the development of the HSCPs and the new Integrated Joint Boards. Key communications priorities will be identified and agreed bi-annually and action plans will be developed for specific events or initiatives, as required.

## *ONLINE COMMUNICATIONS - WEBSITE AND SOCIAL MEDIA*

Easy to access online information is very important to many service users. Many people with long-term conditions and disabilities view the internet and information-sharing websites as a lifeline to keep up-to-date with what services, care and support can be provided for their condition.

Of equal importance, employee engagement is key for reducing uncertainty at times of change and will help ensure employees are 'on board'. Intranets are a key communication tool for staff and can be used to provide regular progress messages, information and support in times of change and highlight the opportunities that change presents for staff.

To help ensure consistency and reduce duplication, particularly in the early stages it is recommended that:

- General information about Health and Social Care Integration in Forth Valley, with agreed local and Scottish Government key messages and information such as FAQs will be highlighted on a joint web section hosted on the NHS Forth Valley website ([www.nhsforthvalley.com/hsci](http://www.nhsforthvalley.com/hsci))
- Clackmannanshire, Falkirk and Stirling Council websites will link directly to this joint section to signpost the public to consistent information about Health and Social Care Integration in Forth Valley
- All Partners will work together to prepare appropriate case studies to help illustrate the benefits of integration and how it can work in practice

- Consistent staff messages and briefings will be developed and shared by Partner organisations to ensure local staff are kept updated on relevant information as work progress
- A pro-active approach will be taken to keep communities updated through social media on relevant local events and developments. Social media will also be used to encourage feedback on specific issues, plans and priorities

### *CROSS-ORGANISATION COMMUNICATIONS*

Each organisation has different ways and methods of communicating with staff and service users. Communication teams will work together to explore practical solutions and identify opportunities to ensure a joined up and co-ordinated approach across organisations, making best use of existing tools and resources.

Forward planning will also be key to ensure there is sufficient time for proper preparation, discussion and dialogue on key communication issues and priorities. There will also be opportunities to share experience on common themes and emerging issues as the new Partnerships and IJBs develop. This will help shape the communications protocol which will be reviewed and updated as plans progress.

### *THE WAY FORWARD*

This Forth Valley wide Communications Framework and Protocol is a live document which will evolve as Health and Social Care Integration progresses across Forth Valley.

This document provides a practical framework and key principles for all partner organisations to use as guidance to ensure a joined up and consistent approach to communications from the outset.

Taking forward Health and Social Care Integration across four individual and complex organisations and two new Partnerships will provide both communication challenges and opportunities however these will be addressed by:

- Ongoing close working and regular meetings between the communication leads from each of the partner agencies to discuss opportunities, share learning, best practice and experience
- Making best use of existing communication tools and channels
- Working together to address communication issues and identify solutions

- Thinking ahead to co-ordinate and plan effectively for future priorities
- Focusing on outcomes, benefits and improvements rather than structures, policy and legislation

### *Appendix 1 – Interim Branding guidelines*

#### **Branding**

- On internal bulletins to be circulated to staff, the main partner logos (NHS Forth Valley and Falkirk Council for the Falkirk Partnership; NHS Forth Valley, Clackmannanshire Council and Stirling Council for the Clackmannanshire & Stirling Partnership) will be displayed at equal size at the top of the bulletin. These guidelines also apply to job packs, recruitment adverts and other printed and online material. The logos need only to appear once.
- For relevant Falkirk Partnership publications the Falkirk Council logo should be displayed at the top left hand side with the NHS Forth Valley logo displayed at the top right.
- For relevant Clackmannanshire and Stirling Partnership publications the Clackmannanshire Council logo should be displayed at the top left hand side, Stirling Council logo in the centre and NHS Forth Valley logo displayed at the top right. Clackmannanshire's logo will be its 'partnership' version, without the web address. Stirling's logo will be its colour version; mono for mono print (as per example below)
- For Forth Valley wide partnership publications the logos should be displayed in this order (left to right): Clackmannanshire Council, Stirling Council. Falkirk Council. NHS Forth Valley.
- Media releases should clearly indicate in the content or notes for editors that they are being sent on behalf of all partners
- Media releases should contain the core key messages in the notes for editors
- Protocols will be agreed for introducing and describing the Board, Chief Officer, Chairman, Vice Chairman etc in communication materials in due course.



## Style

Text should be in Arial font, at least 11 point. Underlining and FULL CAPS are not recommended. Instead **bold** and *italics* can be used for highlighting and headings.

The overall approach should be to keep the look simple, clear and professional.

A selection of approved photographs of each of the partner council areas and NHS Forth Valley services are available and care should be taken to include photographs representing all partners, geographic locations and areas of work.

Partner web addresses, social media details and other relevant contact details should be provided on relevant publications, reports and documents.

## *Appendix 2 - Key Aims and Messages*

### *KEY AIMS*

Health and Social Care Integration aims to:

- Make it easier and quicker to access services and support
- Help people to stay fit and healthy so that they can live safely and independently in their own home for as long as possible
- Provide care that is tailored to individual needs
- Improve the quality and consistency of services for patients, service users, carers, families and communities
- Make better and more effective use of the resources and skills available
- Deliver services in a joined up way by bridging gaps and removing duplication
- Make it easier for staff to share information, expertise and experience
- Respond to the different health and social care needs of local communities

There are nine [national outcomes](#) and work has also been undertaken to identify a number of local priorities to meet the needs of communities across Forth Valley.

### *KEY MESSAGES*

- Health and social care integration is about improving care and putting people first – services will be more focused on individuals and tailored to their individual needs.
- These new Partnerships will be responsible for ensuring that people with long-term conditions and disabilities, many of whom are older people, will get the joined-up and seamless support and care that they need to live safely and independently in their own homes for as long as possible.
- Integration is not about starting again as all health and social care organisations in Falkirk, Stirling and Clackmannanshire work well together and there are already many successful examples of joint working which can be built on.
- Working together will help us provide even better services for our communities and ensure local people receive high quality, well co-ordinated care as close to home as possible.
- Local people don't need to do anything differently; services will be more joined-up behind the scenes and health and social care staff will be working side-by-side to support individuals and communities.

- There are no plans to transfer any NHS Forth Valley, Falkirk Council, Clackmannanshire Council and Stirling Council staff to other organisations as a result of integration. Staff will remain with their existing employer and retain their existing terms and conditions of service.
- Health and social care staff, the third and independent sectors, along with local communities, will play a key role in helping to shape and deliver the new ways of working together



### ***Appendix 3 - Notes to Editor***

This agreed notes to editor should be used in any media releases issued on behalf of the Health and Social Care Partnerships in Forth Valley.

- Falkirk Health and Social Care Partnership is a joint partnership between NHS Forth Valley and Falkirk Council. It oversees the planning and delivery of a wide range of local health and social services and ensures these are provided in a joined up way to make it easier and quicker for local people across Falkirk to access the services and support they require.
- Clackmannanshire and Stirling Health and Social Care Partnership is a joint partnership between NHS Forth Valley, Clackmannanshire Council and Stirling Council. It oversees the planning and delivery of a wide range of local health and social services and ensures these are provided in a joined up way to make it easier and quicker for local people across Clackmannanshire and Stirling to access the services and support they require.

**Appendix 4 - Key Communications Contacts & Communication Channels**

<b>Organisation</b>	<b>Name</b>	<b>Designation</b>	<b>Contact</b>	<b>Available Channels</b>
NHS Forth Valley	Elsbeth Campbell	Head of Communications	01786 457264 07500 108847 elsbeth.campbell@nhs.net	Web: nhsforthvalley.com Twitter: @NHSForthValley Facebook: facebook/nhsforthvalley  Staff Magazine: Staff News (Quarterly)  Public Magazine: Community Health News (Quarterly)  Intranet - StaffNet
NHS Forth Valley	Kate Fawcett	Communications Manager	01786 457236 kate.fawcett@nhs.net	
Clackmannanshire Council	Karen Payton	Communications Team Leader	01259 452027 kpayton@clacks.gov.uk	Web: clacksweb.org.uk  Twitter: @clackscouncil  Facebook: facebook/officialclackmannanshirecouncil  Staff Magazine: Grapevine  Public Magazine: Clackmannanshire View (Quarterly)  Intranet: Connect
Clackmannanshire Council	Carla MacFarlane	Communications Officer	01259 452023 cmacfarlane@clacks.gov.uk	
Stirling Council	Kirsty Scott	Manager  Communications, Marketing and Events	01786 233064 scottki@stirling.gov.uk	Web: www.stirling.gov.uk Twitter: @stirlingcouncil  Facebook: facebook/stirlingcouncil  Intranet: The Source
Stirling Council	Deborah Kilpatrick	Senior Communications Adviser	01786 233 036 <a href="mailto:kilpatrickd@stirling.gov.uk">kilpatrickd@stirling.gov.uk</a>	
Falkirk Council	Caroline Binnie	Communications and Participation Manager	01324 506051 07803898007 caroline.binnie@falkirk.gov.uk	Web: www.falkirk.gov.uk Twitter: @falkirkcouncil  Intranet: Inside Falkirk  Staff newsletter – Talking Shop  Newspaper – Falkirk Council

**Appendix 1**

				News (three time a year)  Tenant magazine – Tenant Talk (twice a year)  Plasma screen in public buildings throughout the area
Falkirk Council	Julie Paterson	Press and Public Relations Officer	01324 506064 Julie.paterson@falkirk.gov.uk	

## **Appendix 5**

### **Falkirk Health & Social Care Partnership**

#### **Communications Forward Planning - Draft**

##### **Background**

It is recommended that all communications activities for the Health & Social Care Partnership should follow a best practice model.

This means they should be:

- Based on clear, measurable objectives.
- Implemented in a flexible way which meets the needs of the stakeholders.
- Use a range of tactical options. Examples of this could include community engagement, media, print, digital activity, including e-mail and social, and internal and external online media.
- Subject to evaluation and review to check they are effective.

##### **Objectives**

The communications objectives for the Health & Social Care Partnership are set out within the joint protocol which identifies two key priorities:

- Staff, third sector and independent service providers in NHS Forth Valley and the three local authorities have access to information about health and social care integration and are kept informed of relevant changes and developments which affect them and the services they provide in a consistent and co-ordinated way
- Service users, families, carers and the public are reassured that they will still have access to the health and social care services they require and are kept updated on relevant local developments, benefits and improvements

##### **Strategy**

The vision for the Falkirk Health & Social Care Partnership is “to enable people in Falkirk to live full and positive lives within supportive communities”.

This document also sets out the outcomes which the Council and NHS Forth Valley wish to achieve through the Partnership. These are:

- **Self Management** - Individuals, their carers and families are enabled to manage their own health, care and well being.
- **Autonomy and Decision Making** – Where formal supports are required, people are enabled to exercise as much control and choice as possible over what is provided.

- **Safe** - Health and social care support systems help to keep people safe and live well for longer.
- **Experience** – People have a fair and positive experience of health and social care.
- **Community based Supports** – Informal supports are in place, accessible and enable people, where possible, to live well for longer at home or in homely settings within their community.

Communications has an important contribution to make to the achievement of these outcomes. The Partnership's vision includes a commitment to communicating in a way which is clear, accessible, understandable and ensures a two-way conversation. The agreed communications protocol and participation and engagement strategy will shape the way in which the Partnership communicates and engages, internally and externally, and planned communications activities should have a clear link to the delivery of outcomes set out above.

### Implementation

This section sets out a range of tactical activities that could be taken forward on behalf of the Falkirk Health and Social Care Partnership. It is based on information available at the present time and it is envisaged that it will be refined and added to as implementation progresses.

Objective	Tactical Implementation	Timescale	Comments
<b>TO BE DEVELOPED</b>			

### Evaluation

Evaluation is an essential part of effective communication. It needs to be outcome focused and answer the question “did we achieve what we set out to do?”

Evaluation provides the evidence to demonstrate how effective and efficient we are in delivering our communication activities and to justify what we do. Good evaluation allows us to gather insight on which to optimise our channels during the implementation and make recommendations for future planning. Good evaluation is not just about collecting data, monitoring, measuring and reporting back on numbers. It is about preparing our evaluation early in the overall communication planning process to ensure that we collect the right data and evidence and this should include output, uptake and outcome measures.

Appropriate evaluation measures should be developed for each activity and these should be reported regularly. The evaluation should cover both intermediary and organisational outcomes.

Examples of intermediary communications outcomes could include volume of coverage, attendance at events, e-mail click through, dwell time on web pages, number of downloads.

Organisational outcomes include attitudinal change, awareness (e.g. engagement of a public that was otherwise unaware of the service) and behavioural change (e.g. people accessing services in a difference way).

Version One – March 2016

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