



## Engagement, Communications and Branding

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### Edinburgh Integration Joint Board

17 July 2015

#### 1. Background

- 1.1 From July 2015 to April 2016, the Edinburgh Integrated Joint Board (IJB) will have increased integration of services as a principal focus. A key aim of the Scottish Government, the Council and NHS Lothian is ensuring improved care and support for people. In so doing, there is an increased emphasis on listening to and involving health and social care service users and carers in deciding upon the care they receive.
- 1.2 Furthermore, there is a need that, with providers of health and social care, service users and carers will be active participants in how care and support is planned, designed and delivered. People who work in health and social care services also need to feel engaged with the work they do and that they are supported to continuously improve the information, support, care and treatment they provide.
- 1.3 Just as health and social care integration aims to transform the way services are delivered, so communications to support this must also undergo a transformation.

#### 2. Principles for delivering engagement and communication

- 2.1 To successfully engage with all audiences, it will be important to plan jointly and carefully communications to support the IJB responsibilities for strategic planning, commissioning and operational oversight of delegated functions.
- 2.2 In a similar way, the draft Strategic Plan includes a commitment to support people and communities to work with local organisations to determine priorities for the planning, designing, delivery and evaluation of services.
- 2.3 Until April 2016, much of this work will be to engage all audiences in the collaborative process to draft the Strategic Plan and the Joint Strategic Needs Assessment. An appendix is attached to this report, outlining the proposed action plan to take forward this work. The development of the Locality Model and delivery plan will require the Board to have integrated communications and engagement with stakeholders, including staff and communities of interest and place. The move to a locality focus will require engagement and communications to be less

centralised. This approach to community and stakeholder engagement will be developed over the coming year and will also assist in ensuring engagement and communications is well placed to support the Edinburgh Partnership's Prevention Strategy.

- 2.4 As new organisational structures are implemented a major work stream will be to keep staff and partner organisations involved and informed to build and maintain momentum.
- 2.5 To achieve maximum impact, a range of communications tools and channels will be employed, including; websites, e-updates and newsletters, events (workshops and road shows), social media, the council's consultation hub and press releases. We will, on a continuous basis, take advice and feedback from recipients on their preferences for methods and delivery. Close attention will be paid to ensuring all communications materials and events are accessible, particularly in view of the service user audience.
- 2.6 To support local engagement activities there is the need to develop and resource a web and social media presence for the IJB to promote an interactive, open and transparent approach to developments as they unfold.

### **3. Web presence**

- 3.1 Currently a mini site linked to the council web site is being used as a web presence for the change programme in health and social care. It is a very simple site which has limited functionality and links to service information currently provided on the Council and NHS Lothian corporate sites. To support the need for a web based channel of communication that provides an opportunity for interaction and feedback from key stakeholders, and which acts as a location for any in-depth information that social media feeds or e-updates link to, a development resource will be required.

### **4. Social media**

- 4.1 Health and social care has to date made limited use of social media, relying mainly on the Council's press team account and NHS Lothian's corporate account to get messages across to a wider audience.
- 4.2 With 72% of all internet users now active on social media; (89% of 18-29 year olds, 72% of 30-49 year olds, 60% of 50 to 60 year olds and in the 65 plus bracket, 43% are using social media source IDM), and 71% of users accessing social media from a mobile device, there is a need for the IJB to make use of social media to share information, developments and news. Social media offers the IJB greater potential audience reach in a number of ways:
  - for increased two-way engagement of audiences with the right to reply for the organisation
  - it can be an efficient profile raising tool within a short timeframe
  - in reinforcing traditional promotion (print, advertising, and other channels)
  - in encouraging participation in consultation
  - to promote events and new service launches

- to contribute to building community capacity.

4.3 Within the Council, changes are being made to ensure a more consolidated approach to social media. This will allow greater opportunities for sharing content, insights, ideas and practices. While this may only offer a temporary solution to the IJB's use of social media until we have a more integrated, autonomous approach for the IJB, it has benefits in that there will be additional support for a first trial phase, offering a cost effective way of establishing a social media presence. Additional benefits include support in training, content creation, best practice and measurement to maximise the effectiveness of our social media communications.

4.4 Social media can be an effective tool to measure audience sentiment. For example Twitter was used to promote a city wide events programme during dementia Awareness Week in June 2015. Tweets on the Council's public accounts were seen by just under 33,000 people who were interacting with the Council account from 30 May to 8 June. Two of the tweets that week achieved 14th and 17th position in the rankings of the most read tweets of the day sent from a government organisation. Reach was measured at 99,000 and almost 60,000 people for these tweets taking into account retweets from council followers to their own audiences on their accounts.

4.5 The new Council approach aims to open social media accounts to contributors from any area. The Council and NHS Lothian central corporate social media accounts will be available, and offer avenues to get messages out to large established audiences. Supporting accounts will, take time to establish but will offer opportunities for audiences and interest groups to be targeted with focused messages. Campaigns can use a mix of channels and social media platforms to achieve their communication objectives.

## **5. Staff communications**

5.1 The monthly staff e-newsletter will continue to be developed to ensure staff are kept up-to-date on progress and developments . This will also be an opportunity to highlight positive examples of integration in action. At a future date, as part of the proposed web sit development, the possibility of creating a staff section on the site will be explored. This will benefit staff from both organisations who currently cannot share access to their respective intranets.

5.2 In addition to the dedicated Health and Social Care newsletter, there will be regular articles in the Council and NHS Lothian staff magazines to ensure a wider understanding across the two organisations.

## **6. Media Relations**

6.1 The current media management arrangements will continue with the Council press team leading on any media enquires relating to social care and the NHS Lothian external communications team leading on any health enquiries. The teams will work together to ensure that key officials and members of the IJB are aware of media enquires.

## **7. Branding for the Edinburgh IJB**

- 7.1 It is important that we achieve one look, one voice and one identity for top level communications. This will include all areas; decision making, strategy, day to day business process and policies. The key principles for this area of the brand are a look that is; business-like, positive, practical, open and transparent.
- 7.2 The IJB needs to communicate its work and services to a wide range of internal and external audiences. A common brand or visual identity, designed effectively, is important for the following reasons:
- it is the outward sign that two large organisations are working as one
  - it assists in communicating the ethos and values of the IJB
  - it provides a common base for clear, consistent, unified, credible and effective communications
  - it contributes to the building of trust and recognition of the IJB, its services and activities.
- 7.3 A refreshed visual identity has been in development for some time. In undertaking this, we have built on the foundations of the Council and NHS visual identities; in particular there is continued use of both colour palettes, and logos, side by side, using the joint values and vision strap line 'Working together for a caring healthier, safer Edinburgh' to provide continuity.
- 7.4 From that starting point, initial research was undertaken with service users in June 2013 and later from working with staff. Taking a cross section of views it quickly became clear that the exclusive use of photographic imagery often tended to be stereotyping and at worst stigmatising. Questions were raised in this context such as, 'what does a typical 65-95 year-old look like'; or, how do you portray someone with a disability, given the wide range of disabilities that are not visibly apparent; or, what appearance does someone have who misuses substances?
- 7.5 In summary, some general design principles emerged from the initial research; i.e. a preference for:
- bold colours and strong colour contrast to catch the eye and aid comprehension
  - clean uncluttered layout with the use of simple typeface
  - a positive empowering tone overall to engage a wide range of audiences
  - non stereotypical imagery.
- 7.6 These basic principles were used to develop a number of visuals to represent a number of key service areas. In turn, the visuals were tested with members of the public at two neighbourhood hubs (Drumbrae and Craigmillar) with a view to informing the next stage of concept development.

7.7 The results of the testing was overwhelmingly positive:

- The majority of respondents - 93% - found the designs to be eye-catching
- 98% of respondents thought the designs were friendly with only 2% finding them unfriendly
- 86% of respondents thought they would remember the designs
- 93% of respondents found the designs appealing,
- 93% also thought the designs were positive.

7.8 The choice of icons to represent particular subjects was another topic which elicited much debate. We have since done further testing to develop icons for specific services. From this second stage we focussed on ensuring the designs were eye-catching, people-centred, positive, inclusive and accessible. It was essential that they were visually very clear to help convey meaning and reinforce the words. We have also taken account of the need to link in with on-line communications, such as Edinburgh Choices or for use in social media, with tablets or smart phones.

## 8. Branding for service information

8.1 The new visual identity when applied to service information has been well received and developed. Here are a few examples:



Currently we are developing a gallery of icons that we can draw on as needed.

The designs are equally applicable for use in campaigns (such as the dementia campaign), and newsletters, as with this e-newsletter masthead:



A mixed use of photographs and icons is more appropriate for some services, such as Care Homes, where there is a more restricted population profile and a reduced chance of stereotyping.

We are currently beginning work on templates that partner organisations, in receipt of support funding, will be asked to use.

## **9. Recommendations**

### **The Integrated Joint Board is asked to agree:**

1. The delivery principles for communications and engagement up to April 2016, particularly in relation to the Strategic Planning and Joint Strategic Needs Assessment work, to the shift to a Locality Model of service delivery and in support of the Prevention Strategy for Edinburgh.
2. That a range of communications methods will be adopted for use, while ensuring recipients' preferences are taken into account and attention is paid to the need for accessibility.
3. The development of a web presence and social media, including the resource requirements for the short term web site development work, and long term maintenance.
4. That a report on the costs for the web site development comes back to the IJB at the next meeting.
5. The refreshed brand for the IJB.

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**Appendix: CONSULTATION AND COMMUNICATION ACTION PLAN FOR THE IJB/ INTEGRATED STRATEGIC PLAN**

<b>TIMING</b>	<b>TASK</b>	<b>METHOD/COMMUNICATION TOOLS</b>	<b>LEAD OFFICERS</b>
17 July 2015	Agree draft Strategic Plan and JSNA	Strategic Planning Group	Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
18 July 2015	Update 'Transform Edinburgh' web site	Web pages	Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
18 July 2015	Draft and circulate staff newsletter	e-newsletter	Dorothy Hill/integration programme team
Underway and ongoing	Prepare project plan of sessions	Project spreadsheet with leads, dates and methods	Dorothy Hill (Council)
20 July 2015	Draft consultation document/prepare promotional materials/prepare consultation hub	Front page template Posters/leaflets for signposting public to consultation Power point template	Wendy Dale/Eleanor Cunningham/Dorothy Hill/Designer (Council) Libby Tait (NHS Lothian)
21/22 July	Draft toolkit for facilitators	Power point presentation Production of easy to read materials (explore commissioning externally)	Wendy Dale/Eleanor Cunningham/Dorothy Hill (Council) Libby Tait (NHS Lothian)
22 July	Inform Interpretation and Translation service/ arrange materials		Dorothy Hill
22/23 July	Identification of leads for each key audience		Dorothy Hill with Communications and Engagement sub-group (multi-agency)
Last week July/first week August	Briefing session for facilitators		Wendy Dale/Eleanor Cunningham/Dorothy Hill (Council) Libby Tait (NHS Lothian)

Last week July	Draft email communication for all identified groups		Dorothy Hill
Last week July	Load consultation questions and associated documents onto the Citizen Space site	Staff resource trained in use of site	Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
<b>Last week July</b>	Update 'Transform Edinburgh' web site		Integration programme team (Moirra Lyne)
<b>3 August</b>	<b>Launch Consultation</b>	<b>Joint press release</b> <b>All staff email</b> <b>Links on both NHS and Council web sites</b> <b>Twitter</b> <b>Facebook</b> <b>Council Leader's report etc</b> <b>Partner newsletters</b> <b>Transform Edinburgh</b>	Both press teams/Dorothy Hill with Communications and Engagement sub-group (multi-agency) to produce drafts for social media/newsletters, etc.
On launch date	Inform all stakeholder/audience groups	Email or agendas circulated by senior managers identified	On behalf of senior managers? Who?
From first week August until end October	Undertake consultation sessions	Stakeholder/key audience meetings	Facilitators
After September IJB meeting	Draft and circulate staff newsletter	e-newsletter	Dorothy Hill/integration programme team
	Send reminders at regular intervals during the consultation period	Email, twitter, facebook, web sites	Dorothy Hill
Throughout consultation	Monitor responses on the Consultation Hub Platform	Use of consultation site functionality	Dorothy Hill/Wendy Dale/Eleanor Cunningham
At the end of the consultation period	Capture raw data from the site	Use of consultation site functionality	Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
At the end of the consultation period	Collate paper responses		Wendy Dale/Eleanor Cunningham (Council)

(October 2015)			Libby Tait (NHS Lothian)
At the end of the consultation period (October 2015)	Analysis of responses and report		Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
Throughout consultation	Report back to Strategic Planning Group		Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
November/December	Report to IJB		Wendy Dale/Eleanor Cunningham (Council) Libby Tait (NHS Lothian)
Once report agreed	Post outcome of the consultation on the Citizen Space site	Use of consultation site functionality	Wendy Dale/Eleanor Cunningham/ integration programme team
Once report agreed	Communicate by email the decision of the IJB to participant stakeholder/key audience groups	Through responsible senior managers	Wendy Dale/Eleanor Cunningham/ integration programme team