



*Working together to improve health and wellbeing
in the community – with the community*

South Lanarkshire Health and Social Care Partnership

Communications Strategy 2017 - 2020

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Strategic Communications Plan (Sample)

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1. EXECUTIVE SUMMARY

This purpose of this strategy is to set out practical steps detailing how a strategic approach to communications will measurably support South Lanarkshire Health and Social Care Partnership (SLH&SCP) attain the [nine national health and wellbeing outcomes](#) as set out by The Scottish Government and ten ‘themes to be developed’ in the [Strategic Commissioning Plan](#). These two areas are collectively referred to as ‘strategic objectives’ in the following document.

The communication strategy outlined will primarily analyse planning and performance data and build on communication requests, feedback, insight and interactions from South Lanarkshire’s four localities to establish communication priorities.

The communication strategy’s subsequent implementation – which will be detailed in the strategic communication plan – is designed to augment and consolidate areas of SLH&SCP work/actions identified as working well towards the attainment of strategic objectives. Equally, it will focus on identified challenges and areas of SLH&SCP work requiring communication support to attain strategic objectives.

The implementation of this communication strategy will also ensure campaigns, communications and interactions are targeted at the right audience, whilst using the most effective and appropriate blend of channels and communication techniques.

In delivering this strategy, SLH&SCP will introduce, implement and standardise an internationally-recognised system of communication best practice across South Lanarkshire’s four localities. This system, known as OASIS, (Objective, Audience, Strategy, Implementation and Scoring) will ensure all communications:

- Have a defined and measurable outcome
- Present a clear and consistent narrative tailored to audience
- Are creative and innovative to maximise reach
- Are clearly and demonstrably geared to supporting strategic objectives.

A fundamental and defining aim of this strategy is to ensure communications bring added value to the partnership by measurably supporting the attainment of strategic objectives. An evaluation framework will also be implemented to demonstrate the impact of communications. This framework builds on industry best practice and will enable SLH&SCP to adopt a clear and consistent approach to evaluation across all communication activities.

The strategy will be two way and have an active role in identifying and communicating with hard-to-reach audiences. It will also support the partnership to identify unmet need.

Ultimately, the implementation of this strategy will seek to improve lives in South Lanarkshire by supporting SLH&SCP in the pursuit of its vision:

Working together to improve health and wellbeing in the community - with the community. The overall approach is summarised in a diagram, Communication Planning Cycle, in Appendix 1.

2. THE CURRENT PICTURE

The existing Communications Strategy, at the time of writing, has been based on awareness-raising and conveying key messages and narrative via well-executed communication packages including video, web and printed materials, to name but a few. Key messages and how they relate to strategic objectives have been regularly packaged in real life stories via the experiences of staff, partners and service users/patients. This approach has optimised reach and coverage in the media gaining regular local, national and, on occasion, international exposure. Material is also used extensively in internal publications locally and nationally. The content has been generated by a Communications Officer working closely with all partners and teams at a grass roots level to proactively identify subject material. Partners and staff regularly approach the Communications Officer with requests for publicity and communications support. The approach was recognised as a national example of best practice and won two national awards in 2016.

2.1 Refining our approach to communications

Approaches/requests for communication support can be ad hoc and the outcomes of resulting communications haven't always been readily measurable in terms of added value to strategic objectives. Although the impact of some communications aren't always quantifiable, the refreshed strategy is strategic in its approach and is designed to be, wherever possible, rigorously measurable in the support of localities, the overall partnership and, crucially, the delivery of strategic objectives.

3. STRATEGIC COMMUNICATIONS

Strategic communications will support operational and ultimately strategic objectives by using insight from performance information, data and intelligence from localities to plan and shape activities. This ensures campaigns, communications and interactions are targeted at the right audience, hone in/deliver the most appropriate messages and use the most effective blend of channels. Strategic communications are used over time to a defined and measurable outcome.

3.1 Identifying priorities and key messages

How SL&HSCP is performing against strategic objectives can be gauged through three main streams of information:

- 1. Partnership Performance Reporting Framework (PPRF).** The PPRF contains a Measure Status using traffic light codes in relation to where the partnership is on achieving measures associated to strategic objectives. The

PPRF evaluates all services across the partnership contributing to strategic objectives. PPRF reports are bi-annual.

- 2. Contribution Analysis** - Contribution Analysis was developed to allow credible claims to be made about the links between different inputs and observed results. The method was used in Lanarkshire during the Reshaping Care for Older People Programme (RCOP). Key partners agreed what they wished RCOP to achieve and the evaluation demonstrated achievement of these outcomes. The method is now considered sufficiently robust and has been continued by SLH&SCP to evaluate projects funded by the Integrated Care Fund. The evolving stories are bi-annual.

- 3. Locality information:** Localities are the engine room of an integrated approach to health and social care and information from localities is vital in shaping the strategic communication actions in terms of meeting local needs. Links will be consolidated as locality structures are taken forward in 2017. A mechanism has been designed to allow localities to request communications support as required and at any time to support their efforts to attain national outcomes. See 6.2 (Communication requests) and 7. (Communication interactions)

3.2 Refining data

The Lead Communications Officer will work in conjunction with the Director of Health and Social Care, Planning and Performance, Organisational Development and Locality leads and undertake a bi-annual SOC analysis of the information detailed in 3.1

3.3 SOC analysis

The SOC analysis will examine the following areas and establish:

Strengths – Where there are specific strengths and success in terms of delivery against strategic objectives. Communications will celebrate success, consolidate areas working well through publicity and communication support. This aim is also to proactively optimise shared knowledge of best practice within the partnership.

Opportunities – Areas/opportunities where key messages can be optimised, for example awards, national campaigns etc.

Challenges – The identification of specific gaps in delivery against strategic objectives. The strategy will seek to identify the actions associated with those measures and set out how these can be supported by communications. Similarly, information sharing and celebrating strengths through communication will support the overall partnership. For example, details of where a service or work stream is

working well in one locality may help development in another. The communication strategy will also seek to proactively support any actions to address wider challenges faced by the IJB or partnership.

4. STRATEGIC COMMUNICATIONS REPORT

On the findings of the SOC analysis, a biannual report will be prepared and presented to the Senior Management Team (SMT) for comment and subsequent approval. The report will identify the areas noted in 4.1 and 4.2

4.1 Strategic Communication themes

The SOC analysis will elicit general trends and themes in terms of how SLH&SCP is performing overall in relation to strategic objectives. For example, data and evaluation may point that performance against Outcome 2 is strong but there may be gaps against Outcome 3.

These areas will be identified and called 'Communication Themes'.

4.2 Specific areas for action

This would include specific locality projects, actions or initiatives in localities requiring communication support in the attainment of strategic objectives. Specific actions would be identified through direct requests from localities (see section 6.2) and SOC analysis of the data. In the latter example, contribution analysis and the PPRF could elicit individual services or examples of good/exemplary performance which communication packages would be built around.

4.3 Feedback to localities

A summary report detailing general Communication Themes outlined in 4.1 will be sent to locality managers and chairs with a request for a pro-forma to be completed and returned to the Lead Communication Officer. The form will direct localities to identify areas of action around the priority Communication Themes. For example, if a general performance gap is identified around Outcome 1 (People are able to look after and improve their own health and wellbeing and live in good health for longer) and associated Strategic Themes (Early intervention/Prevention and Health Improvement) the pro-forma will ask locality managers and chairs to identify areas of ongoing work that add measurable value in achieving these outcomes. A communication package would then be devised to support actions in localities pertaining to the gap. The same approach would work, conversely, for areas of strength.

5. IMPLEMENTATION PLAN

A number of communication actions that can be realistically achieved to a premium standard will be identified to support the work associated with strategic Communication Themes and specific requests at locality level.

These areas will be plotted on a six monthly planner against the strategic objectives. See Appendix 3.

5.1 Programme of work

Sharing and coordinating resources - including photography, personnel, online support, printing, distribution, graphics and publicising material via existing publications - is essential to the execution of premium quality communication packages. A strong ethos of partnership working exists in South Lanarkshire between communications resources in NHS, SLC and partner organisations. A bi annual plan of action will be devised by the Lead Communication Officer with the Head of Communications for NHS Lanarkshire, South Lanarkshire Council and partner colleagues, where appropriate, to agree allocation of resources and personnel to fulfill communication objectives for the period. The finalised plan will be presented to the Director of Health and Social Care for approval and immediate implementation.

6. STRATEGIC IMPLEMENTATION

A standardised national framework of communication best practice, known as OASIS and devised by the [UK Government Communication Service](#), will be used across South Lanarkshire's four localities to implement communication actions.

6.1 OASIS

A series of steps have been identified to help bring order and clarity to planning campaigns and wider communications around partnership working which can sometimes be a complicated and challenging process. These steps are known as OASIS and this framework will be applied to every communication project in SL H&SCP. The five stages of OASIS are detailed below:

Outcome (objective): Establish what strategic objective the communication action is seeking to support. The objective should be specific and clear. All communication work will always be linked to a national outcome. Identifying objectives will also establish what success will look like when the communication action has been carried out.

Audience Who are we communicating with and why? How does the audience consume information? Information can be gleaned from existing evaluation methods and knowledge bases within partner organisations. It may be the case the target audience tend to read printed materials as opposed to digital communications, for

example. The communication strategy will consider all the factors that might influence the behaviors/attitudes of the audiences we are trying reach.

Strategy The framework considers the key messages that will have most impact on the target audience.

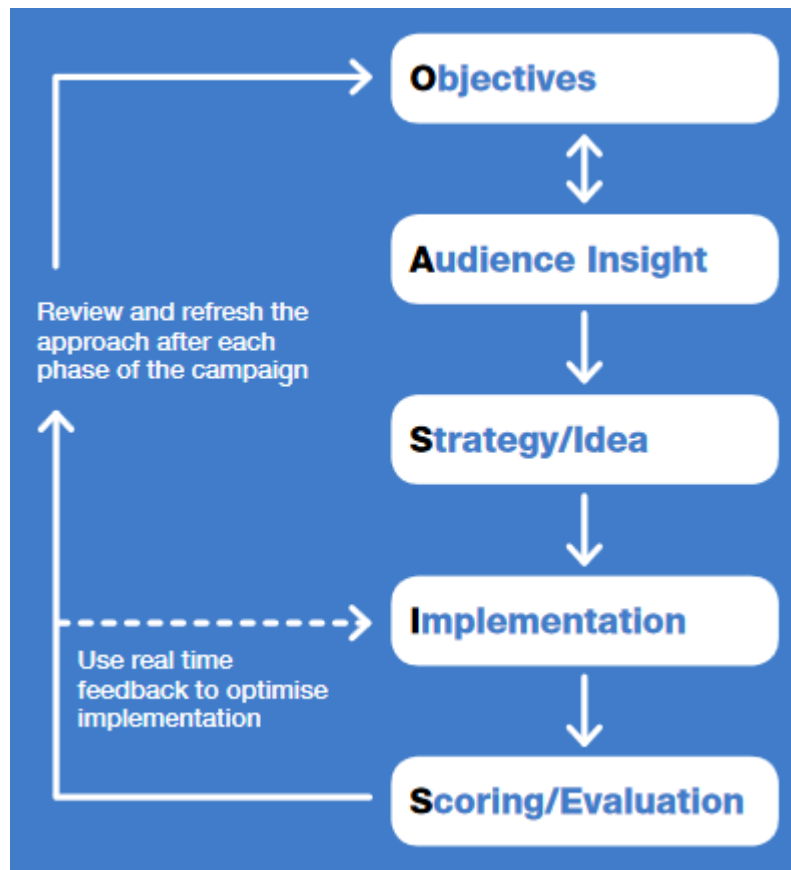
Implementation This will set out how key messages will be delivered, by who and when. This includes key media and publicity platforms and channels. This process will also identify how our communications can be supported by others including influencers, partners, social networks, and peer-to-peer communications.

Scoring Establishing the difference the communication activities are making with feedback of relevant data. This will return to the objective/what success will look like and if this has been fulfilled. See sections 7 and 8.

6.2 Communication requests

All communication requests from localities will be built into the OASIS framework. Localities will be able to request communication support at any time by filling

in an OASIS job request. This will be built into the communication planner and prioritised in terms of relevance to strategic objectives. A sample request form – which will also form the basis of feedback to localities as outlined in 4.3 – is attached in Appendix 4.



7. COMMUNICATION INTERACTIONS

The strategy will be geared to facilitating two way Communications. In recent years the communication and media environment has significantly progressed from a standpoint where organisations were largely focused on ‘sending out’ messages, like press releases, for example. Because of the digital revolution, we can now instantly communicate to wider audiences. That also means that people can come back to us, engage, debate, challenge and generally feedback on our messages. The Director of Health and Social Care’s blog, for example, regularly (and overtly) calls for feedback, ideas, appeal to staff and partners for updates on success and challenges. Similarly, communication activities may ask for feedback – and other communications can prompt views and opinion and comment. This is especially the case on social media.

7.1 Social media

All partnership social media content is currently fed through, primarily, NHS Lanarkshire platforms, including Facebook and Twitter. Partner organisations, including South Lanarkshire Council, regularly share and repost. Robust protocols and guidelines, including 24/7 monitoring arrangements are in place. This arrangement will continue in the medium term. A dedicated SLH&SCP social media presence is currently being scoped at the time of writing, including protocols and round-the-clock cover. A separate social media strategy will be devised in due course.

7.2 Building interactions into the planning framework/identifying unmet need

Where appropriate, interactions will be fed back into the planning system. Staff interactions from the Director of Health and Social Care inform strategic discussions at the management team, for example. Other interactions, on social media, often identify important issues, like unmet need and inequalities. The Lead Communications Officer, in conjunction with existing media teams in the partnership, will monitor all interactions/feedback from communication activities pertaining to SLH&SCP and report back on significant interactions to relevant senior leaders, both as required and during the regular Communication report to the SMT. This will provide a platform for relevant points and issues to be explored, considered and built into planning/operational systems, where appropriate. See Appendix 2.

7.3 Hard to reach audiences

In delivering this strategy SLH&SCP will follow best practice, making use of appropriate tried-and-tested communications methods and channels including digital communication. We will identify any existing communication gaps and develop innovative and creative approaches to addressing these. This includes hard-to-reach audiences, like those without access to digital communications. As well as drawing on existing audience intelligence, methods of best communicating with specific audiences will be carefully considered through our OASIS model. Insight will be

taken, where available, from staff and partners on how to best deliver messages to audiences they are targeting. Methods of message delivery may include peer-to-peer communications, presentations or open door sessions. All materials will be accessible via existing protocols which make all communications available in another language or format.

8. MEASURING SUCCESS

Considering evaluation at an early stage in the communication planning process – including what success will look like – provides the opportunity to benchmark progress and conduct robust and comprehensive measurement. The following process will set out how the impact of communications on the organisation (and the pursuit of strategic objectives) will be measured.

8.1 Evaluation framework

An evaluation framework will be employed to help demonstrate the impact of communications. This framework builds on industry best practice and will enable SLH&SCP to adopt a clear and consistent approach to evaluation across all communication activities. The framework provides a set of valid evaluation stages.

These are stages are:

Outputs: What is delivered/target audience reached (i.e distribution, exposure, reach)

Outtakes: What the target audience think, feel or do to make a decision (i.e. awareness, understanding, interest, engagement, preference, support)

Outcomes: The result of the activity on the target audience (i.e. impact, influence effects on attitude and behavior.)

8.2 Methods of evaluation

SLH&SCP will use a mix of qualitative and quantitative methods in carrying out evaluation of communications activities. General methods of evaluation may include surveys, interview feedback, focus groups, social media analytics, media monitoring and tracking. Performance managers, who lead on Contribution Analysis, will support specific areas of communication activity evaluation where practicable.

Identifying what success looks like at the outset of communication activities will be a major factor of the approach. Crucially, all localities/services will be asked to support evaluation of communication activity wherever possible. Because all communication actions are locality/data driven from the outset, evaluation will show trends/data before and after communication support has been employed. In a recent example, Veterans First Point, a service providing psychological support for veterans, reported a 200% increase in referrals (a desired outcome) following communications support.

The service provided the evaluation data after establishing what success would look like when requesting a communication support/ package through the OASIS model.

8.3 Analysis of stages

Evaluation will focus on stages listed in 8.1. For example, in a media-related communication activities, analysis of **outputs** would focus on:

- The number of articles or broadcasts (proactive/reactive media coverage)
- The reach of articles, media events successfully delivered including press attendance and key message penetration (information which can be elicited by focus groups/survey).

Analysis of **outtakes** would include:

- Awareness of an issue (gleaned through surveys, focus groups, interview feedback)
- Audience engagement (social media shares, likes, retweets, downloads)
- Responses/feedback (e.g comments, letters.)

Outcomes analysis would focus on:

- Behavior change (e.g. complying actions, increased referrals, increased attendance at community-based support groups etc)
- Attitude change and advocacy (endorsements, supportive quotes, parliamentary motions).

8.4 Monitoring progress

All evaluation and insights will be fed into live activity and future planning to ensure optimised execution of campaigns and the correct audience is reached. Progress will be monitored and reported back to the extended SMT meetings. This will take cognisance of ongoing locality feedback/requests and data to refine direction and priorities as required.

9. ORGANISATIONAL IMPACT

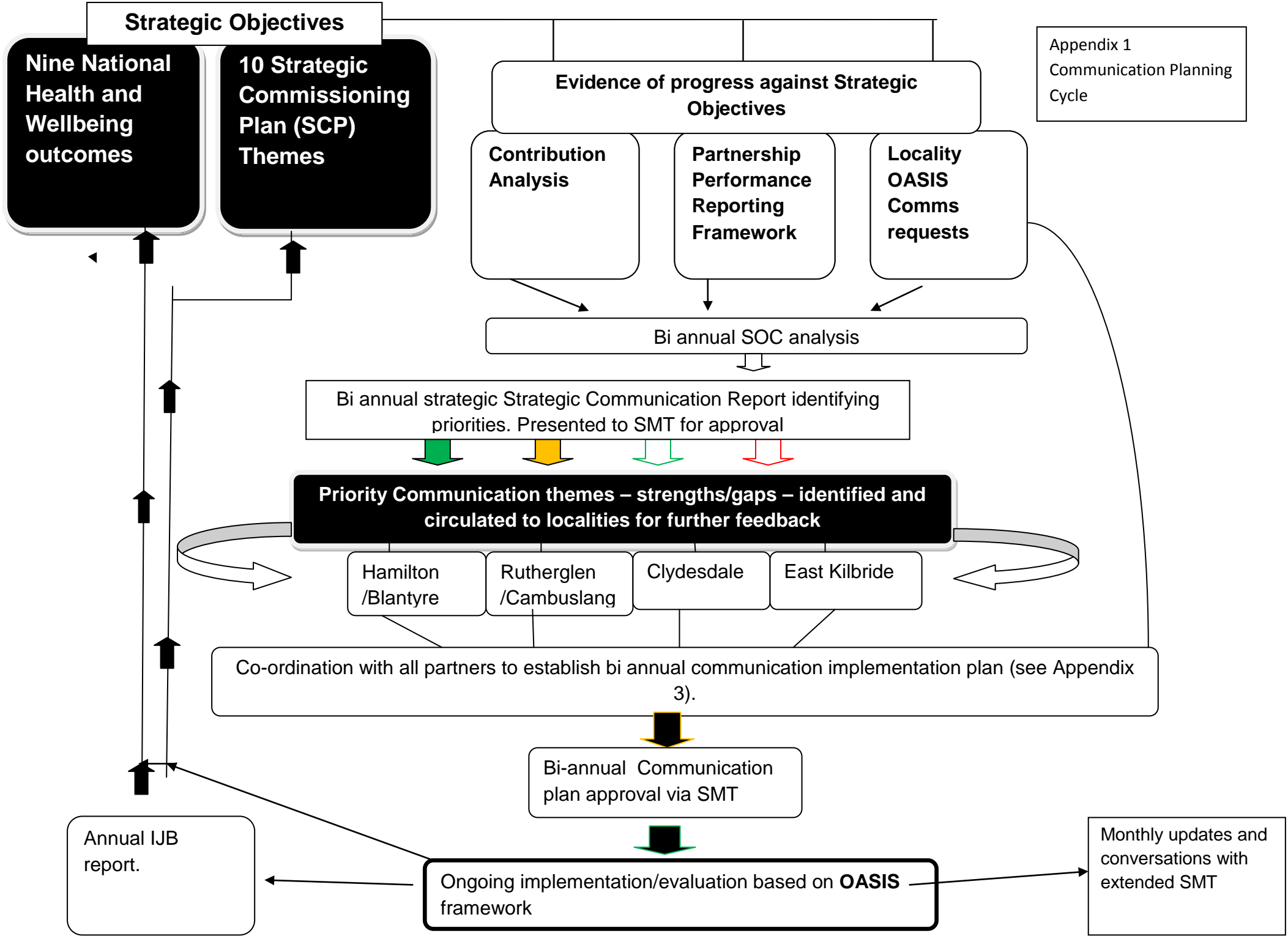
Not every activity will require data capture on every stage listed in 8.1, but a range of stages will be considered – including a mix of qualitative and quantitative evidence to help ensure robust and credible evaluation. Evaluation across these stages will be compiled into information in terms of the added value and **organisational impact**. Key Performance Indicators for organisational impact would include complying actions, such as attitude /behavior change, revenue, cost reduction, retention and reputation. This could include, for example, a reduction in Did Not Attend (DNAs) and cost implications, increased use of Telehealth, increased smoking cessation, to name but a few. The implementation of the strategy will also seek to point and highlight the effectiveness of targeted funding and investment.

9.1 Completing the cycle

All relevant data and evaluation material gleaned from communication activity will be fed back into the planning and performance/contribution analysis framework.

These will explicitly state the contribution to a specific strategic objective providing evidence of how communications are making a measurable difference in the attainment of the nine national outcomes and strategic objectives.

An annual report including detail on **organisational impact** will be prepared for the Senior Management Team/IJB



Strategic Objectives

Nine National Health and Wellbeing outcomes

10 Strategic Commissioning Plan (SCP) Themes

Evidence of progress against Strategic Objectives

Contribution Analysis

Partnership Performance Reporting Framework

Locality OASIS Comms requests

Appendix 1
Communication Planning Cycle

Bi annual SOC analysis

Bi annual strategic Strategic Communication Report identifying priorities. Presented to SMT for approval

Priority Communication themes – strengths/gaps – identified and circulated to localities for further feedback

Hamilton /Blantyre

Rutherglen /Cambuslang

Clydesdale

East Kilbride

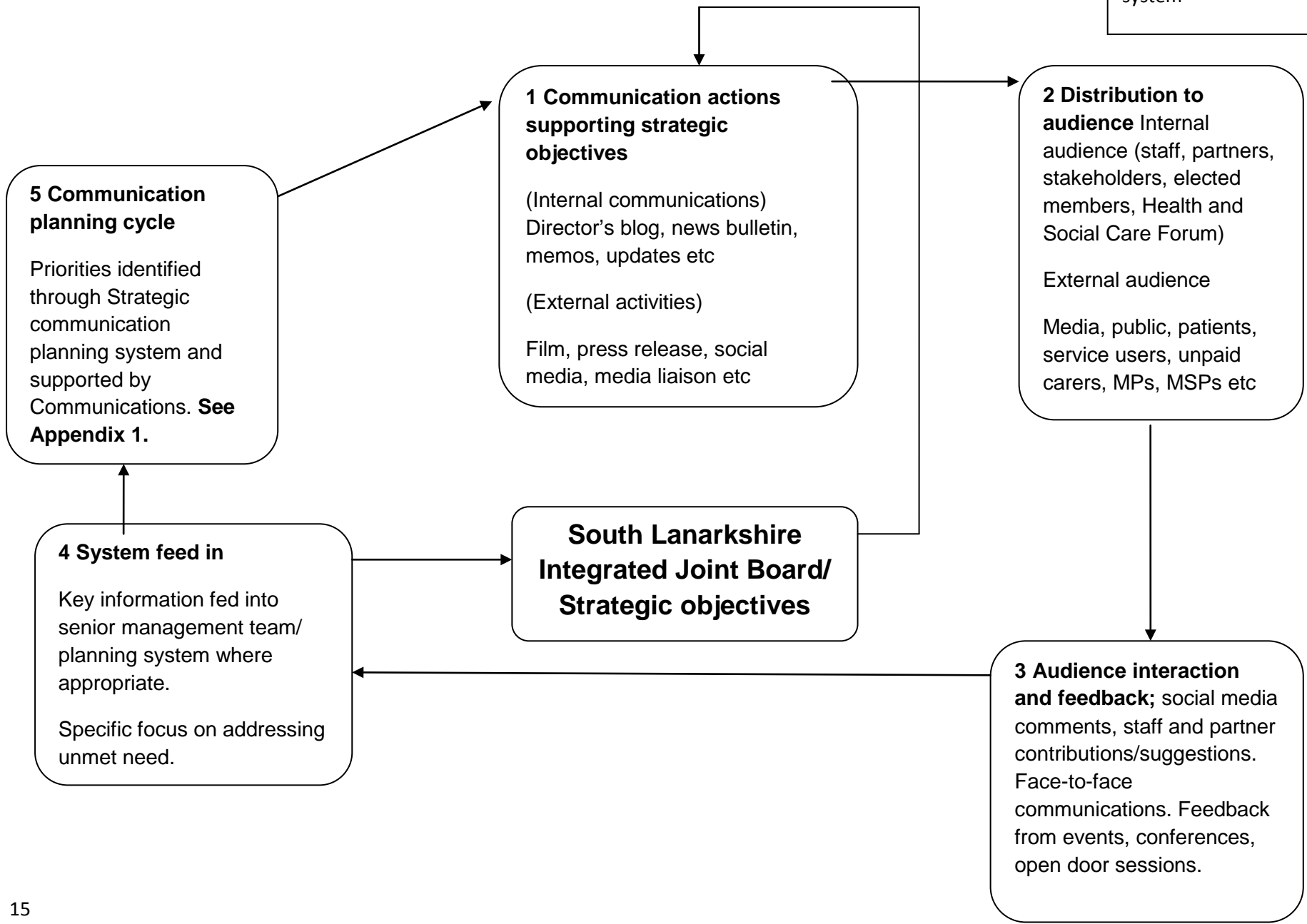
Co-ordination with all partners to establish bi annual communication implementation plan (see Appendix 3).

Bi-annual Communication plan approval via SMT

Ongoing implementation/evaluation based on OASIS framework

Annual IJB report.

Monthly updates and conversations with extended SMT



National health and well being outcome Strategic Commissioning Plan (SCP) Theme (see key below)	Task	Objective	Evaluation measures	Apr	May	Jun	July	Aug	Sept	RAG status
Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer Strategic Commissioning Plan (SCP) Theme	Ongoing awareness raising of Telehealth agenda. Also applies to Outcomes 2 & 4. SCP Theme 2, 4.	Interactive campaign to raise awareness of Telehealth supports.	Outputs: Media monitoring Outtakes: Awareness, Audience engagement Outcomes: Uptake of service							
Outcome 2: People, including those with disabilities or long-term conditions - or who are frail - are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	Comms support on home care mobile app Also applies to Outcome 1 & 4	Raising awareness of improved service, new tech and money increased efficiency. Internal and external coverage.	Outputs: Media monitoring Outtakes: Awareness Outcomes:							

Strategic Commissioning Plan (SCP) Theme	SCP Theme 2, 4.									
Outcome 3: People who use health and social care services have positive experiences of those services and have their dignity respected Strategic Commissioning Plan (SCP) Theme										
Outcome 4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services Strategic Commissioning Plan (SCP) Theme	Focus on partnership health and wellbeing initiatives SCP Theme 2, 4.	Promote and encourage uptake of services aimed at fostering improved quality of life. Promotion of seniors together initiative	Outputs: Media monitoring, Media events Outtakes: Audience awareness, feedback Outcomes: Behaviour							

			change – supports attended							
Outcome 5. Health and social care services contribute to reducing health inequalities										
Strategic Commissioning Plan (SCP) Theme										
Outcome 6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing	Awareness raising of support for unpaid carers – feature article/press release/social media	Ensure uptake of carer supports and advice are maximised	Outputs: Media monitoring Outtakes: Awareness, feedback Outcomes: Behaviour change, up take of supports							
Strategic Commissioning Plan (SCP) Theme	SCP Theme 3									

Outcome 7. People using health and social care services are safe from harm Strategic Commissioning Plan (SCP) Theme											
Outcome 8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide Strategic Commissioning Plan (SCP) Theme see key	Development of and standardisation existing intranet platforms SCP Theme 10	To ensure staff have access to all relevant information and news	Outputs: target audience reached Outtakes: Awareness levels, audience engagement (including site visits) Outcomes: Staff survey scores								
	Development of Who's Who for new locality structure SCP Theme 10	To ensure leaders are visible and known	Outputs: target audience reached,								

			distribution/reach Outtakes: Awareness levels, recognition Outcomes: Staff survey scores							
	Monthly publication of Director of Health and Social Care's blog/news bulletin SCP Theme 10	To ensure all staff and partners	Outputs: Reach, distribution Outtakes: Awareness levels, feedback Outcomes: Staff survey scores							
Outcome 9. Resources are used effectively and efficiently in the provision of health and social care services. Strategic Commissioning	Redesign and relaunch of SL&HSCP external public facing website SCP Theme 10		Outputs: target audience reached							

Plan (SCP) Theme theme* see key			Outtakes: Awareness, feedback							
			Outcomes: Behaviour change, up take of supports							

Emerging themes to be addressed and developed/Pro-active communication

Based on all of the background information, needs assessment and from what stakeholders have said so far in the feedback loop at the various participation and engagement events, ten emerging themes have arisen that SLHSCP are seeking to focus on. See pages 30/31 <http://www.nhslanarkshire.org.uk/About/HSCP/Documents/Strategic%20Commissioning%20Plans/SLHSCP-Commission-Plan-16-19.pdf>

Proactive communications (for example press releases, films and digital content which are distributed 'proactively' to media and other stakeholders) will seek to support and illustrate how these themes are being addressed and support their delivery as outlined in the Strategic Communication Delivery Plan.

Ten emerging themes

1. **Statutory and Core Work:** Health and Social Work will work together to deliver on our duties to ensure that the people of South Lanarkshire receive relevant information, support and care.
2. **Early intervention, prevention and health improvement:** Working with communities, partners and staff to deliver initiatives that prevent ill health and intervene early, avoiding escalation of need.
3. **Carers support:** the role and contribution of unpaid carers is recognised and valued. SLHSCP is committed to identifying carers in communities and offering responsive, supportive services responding to personal circumstances.
4. **Models of self-care and self management including telehealth and telecare:** We will transform the way we support people to assist them with care for themselves and to identify the health and outcomes they desire. Using telehealth and telecare to assist in this is integral to our overall approach.
5. **Seven day services:** It is recognised that, care services need to expand to be responsive on a 24/7 basis.
6. **Intermediate care to reduce reliance on hospital and residential care:** The partnership will continue to invest in building the infrastructure, capacity and capability for intermediate care. Future service initiatives will be developed and evaluated through locality based strategic commissioning activities.
7. **Suitable and sustainable housing:** A key priority is increasing the supply of affordable and accessible housing. Through support to maintain, adapt and improve existing housing, the housing sector helps to reduce and prevent unplanned hospital admissions and enable timely returns when people are fit to go home.
8. **Single points of contact:** Integration presents us with an opportunity to develop single points of contact for health and social care services and thus reduce the duplication of effort and potential bureaucracy.
9. **Mental health and wellbeing:** We will increase efforts around prevention and supports for people with mental health problems, strengthening the Tiered Model and building on links between local authorities, health, third sector organisations and other key partners.
10. **Enablers to support better integrated working:** A number of enablers have been identified which should enhance and strengthen the overall approach of the partnership to achieving better outcomes. Examples include strong locality planning model with devolved responsibility, effective participation and engagement and effective quality assurance as part of improving service delivery.

SOUTH LANARKSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP**COMMUNICATION SUPPORT OASIS REQUEST FORM**

Please fill in the respective sections providing as much detail as possible. If you need assistance or advice on any area of this process, please do not hesitate to contact Euan Duguid, Lead Communication Officer by email: ewan.duguid@lanarkshire.scot.nhs.uk or by phone: 07917041853

Submitted by: Name and contact details including email and telephone number

Outcome: Please provide details of what national health and well being outcome the action requiring communication support is seeking to attain.

Objective: Please also provide a clear description of your objective including details of what success would look like.

Audience: Who is your target audience? Do you have any insight into behaviors/how the desired audience consumes information?

Strategy: What are the key messages that would help you reach your objective?

Implementation: What do you think the best way of reaching your target audience is?

Scoring: Please provide brief details of how you can assist evaluation with regard to whether your initial objective has been met. For example, you may wish to monitor self referrals or uptake in service during duration of communication support.

Other information/timings: Please specify any time sensitivities/timings that may optimise publicity. When is the event, for example? Does a project start on a specific date?