

HSE Science & Technology Communication Plan: July 2007 – March 2008

The Aim

The overarching message is based on recognition that the current financial environment means that all HSE's investment in science has to be purposefully directed towards supporting the achievement of HSE's business goals and be professionally managed and evaluated.

Communication objectives:

1. To build on awareness generated to gain staff understanding and support for the changes being introduced to the way HSE organises and uses its science and technology;
2. To ensure all science and technology communications are carried out in an integrated and coherent fashion;
3. To ensure that staff involved in science and technology activity are kept informed in a timely fashion about any changes that affect them;
4. To ensure that staff understand the new ways of working and the behaviours required from them to successfully make the changes work;
5. To allow staff involved in science and technology to share their comments, concerns and suggestions during the implementation of the changes; ensuring staff receive feedback on issues raised.
6. To ensure that relevant groups are prepared for and receive appropriate briefing and training to ensure the benefits of changes implemented are realised.

Rationale:

A number of areas of work are underway within the Science and Technology community. MBUS is the largest single project, but due to the dependencies on other pieces of work (eg Upside project) it has been decided to produce an integrated communications plan for the science and technology area.

The primary communication objective up to now has been raising awareness of the project amongst the S&T community and users of S&T; seeking to reassure them about any concerns they might have. This needs to be fully evaluated and any of the existing communications objectives that have not yet been achieved can be addressed in May and June.

The main objective between now and March 2008 is to ensure that communications support the implementation of the new arrangements. This means creating greater understanding and support for the proposed changes. As a result, there will need to be a greater emphasis on 'push' communications to provide direction for individuals to access the wealth of information available, particularly on the intranet. Purely relying on individuals to be motivated to search for and find information relevant to them (a 'pull' approach) will not be sufficient in the coming months, if the communication objectives are to be achieved.

As part of this increasing use of 'push' in the communications channel mix, a greater effort will be needed in personal and face-to-face communication channels. The recent roadshows by the Chief Scientific Adviser have served to reinforce this. Swift feedback following the completion of this exercise, greater use of S&T managers in cascading information, and a monthly S&T bulletin (linked in to an e-express following an MBUS project meeting?) during this period will be necessary to achieve the communication objectives.

The approach already successfully introduced into communicating at the level of the separate workstreams within the MBUS project (Governance, Planning and organisation) should be continued and reinforced whenever possible.

The risks of not communicating effectively to the key audiences between now and March 2008 are:

- Implementation of key changes underpinning the way in which HSE maximises the value of its science spend are delayed;
- New ways of working are introduced but the necessary behaviour changes from HSE staff to accompany these are not evident – and nothing changes.
- HSE spending on science exceeds the available budget.
- Key staff leave.
- Staff morale remains low and trust in leadership remains very low.
- Future changes become increasingly more difficult to get off the ground.

Target Audiences:

The key target audiences remain as the S&T Community, S&T senior managers, users of S&T, Trade Unions, and the HSE Board. The characteristics of these groups are unchanged from the details specified in the previous Communications Plan.

Key messages:

Message to S&T Community	Result Required
<ol style="list-style-type: none"> 1. The way we are organising and delivering science is changing to best meet the organisation's needs. 2. We will seek to minimise the effects of implementing changes by ensuring affected individuals and groups are fully informed, briefed and trained as changes are confirmed and implemented. 3. We will invest in two-way communications to ensure that concerns are openly discussed and views on implementing changes taken into account. 	<p>Understanding of the changes and their rationale is further developed. Resistance to proposed changes is surfaced and addressed to allow implementation to proceed to the agreed plan.</p> <p>Staff feel reassured that they will receive timely briefing and training to support them in coping with change as it is implemented.</p> <p>All S&T staff feel that they have had opportunities to raise concerns and make suggestions – which have been heard and responded to.</p>
Messages to S&T senior managers	Results Required
<ol style="list-style-type: none"> 1. You have an important role in delivering MBUS communications to your teams/ agreed part of the S&T community. 2. Encourage two-way communication about changes being proposed and ensure the right staff are involved in the necessary briefings and training. 	<p>Local face-to-face communications delivered in a consistent and timely way across the S&T community.</p> <p>Active discussions involving all members of the S&T community.</p> <p>S&T staff see that senior managers 'are listening' and feeding information back in to workstream leads.</p>
Messages to users of S&T	Results Required
<ol style="list-style-type: none"> 1. The changes we have been talking to you about are now starting to be implemented. 2. The driver for these changes is the smarter integration of S&T into the planning and delivery of your business activities. 3. As changes are agreed for implementation, we will explain what those changes mean for you. 4. You will receive timely briefing and training necessary to enable you to continue to receive a quality S&T service. 	<p>Staff understand why the changes are taking place and what they have to do differently post implementation (if anything).</p> <p>An understanding that science activity is being purposefully managed in support of HSE's business goals.</p>

Messages to Trade Unions	Results Required
<ol style="list-style-type: none"> 1. We are maintaining our commitment to taking staff feedback seriously. As we move towards implementing changes we will use a variety of ways to allow staff to 'have their say'. 2. We will continue to consult fully with appointed representatives and appreciate the open two-way dialogue that we have enjoyed so far. 	<p>TUs are confident that all S&T staff have had opportunities for face to face discussions on key issues affecting them.</p> <p>TUs are satisfied that the opportunity exists for all S&T staff to raise issues of concern and have their issues heard and responded to.</p>
Message to HSE Board	Results Required
<ol style="list-style-type: none"> 1. We are making progress in line with project plan for each workstream and will report progress on a regular basis. 2. The project is proceeding in line with the HSE's agreed principles of change management. 3. We will highlight the risks to each workstream and how we are seeking to manage the risks. 	<p>The Board feel confident that progress is being made against the agreed plan and that risks are clearly identified and being managed.</p> <p>The Board is confident that the change is being managed in line with its own agreed guidance.</p>

Communications actions (May 2007 onwards)

WHEN	WHAT	WHO
May 07	Discuss resourcing of Comms work stream with MBUS project board 16/05. Specifically: a. Greater use of S&T managers (champions) to cascade and feedback information b. Commitment to production of monthly bulletin to S&T staff c. Resourcing set up and management of S&T intranet Community software.	JH
	Contact Project Board and Team members prior to Board / Team meetings, and ask them to bring any MBUS-related comms feedback to Board / Team from target audiences; or from events they have attended / presentations given where MBUS was discussed.	CM
	Request usage figures from intranet evaluation team.	JR
	Evaluate S&T road shows	JR
	Prepare MBUS Community ready for launch	??
	Message from Chief Scientist to S&T staff post first set of roadshows with feedback about events. Message to include launch of S&T intranet community for feedback only	PM
	Identify S&T champions, brief them on role and provide briefing material (May/June – High level governance, July/August – outcomes of HSE Board mtg, Sept/Oct – details on implementation)	CM
	Develop a S&T user panel (NB- requires investment of resource)	CM
	Begin evaluation of success of S&T MBUS communications messages Oct 06 – June 07	CM/JR
	Review meeting with Int Comm (Jackie Jones) - test messages for new IC plan to March 2008 with IC team to avoid competing messages and audience overload	
	Contact TU side with project progress update	JH
	Update generic brief if necessary	
	Monthly intranet update - May - update from each workstream - maintain diary of events - myth busting page - (possibly message from chief scientist)	
	Monthly targeted email to S&T staff - May	JR

WHEN	WHAT	WHO
	<ul style="list-style-type: none"> - prepare highlights/key messages from recent MBUS project mtg - link to recently updated intranet pages 	
	Monthly e express paragraph prepared following targeted email	JR
	NB – discuss with Vic Coleman about communications for: <ul style="list-style-type: none"> - UPSIDE - HSL Framework - High level procedures 	JR/JH
	Approach Colin Rogers re: July or August article in Express post HSE Board meeting – (with possible interviews with JH, PMcD, HSE S&T colleague, S&T user, HSL colleague)	JR
	Prepare first briefing for S&T champions on High level governance (May/June)	??
June 07	Prepare monthly intranet update - June <ul style="list-style-type: none"> - update from each workstream - maintain diary of events - (possibly message from chief scientist) 	JR
	Monthly targeted email - June <ul style="list-style-type: none"> - prepare highlights/key messages from recent MBUS project mtg - link to recently updated intranet pages 	JR
	Monthly e express paragraph prepared following targeted email	JR
	Contact TU side with project progress update	JH
	Update generic brief if necessary	CM
	First briefing for S&T champions on High level governance rolled out (May/June)	??
	Have agreed at Project Board all papers prepared in readiness for HSE July Board meeting	All
	Check all communications planning / activities / events (as far as possible, depending on timings of decisions made) is in place to support first quarter implementation phase of new arrangements.	JR
	Draft 3rd email bulletin to S&T staff	Bulletin –JR

WHEN	WHAT	WHO
	Draft intranet News article re 4 th July Board decisions	JR
	Prepare briefing on “outcomes of HSE Board meeting” for management cascade and TU	AP
	S&T users briefing?	DA to speak to Jane Willis
	Agree cascade method and feedback mechanism for face to face briefing	DA
	Prompt Express team to start preparation of Express article (published August)	JR
	Launch S&T community to S&T staff (HSE and HSL) and inform e-express– Friday 29 th June	
July 07	Launch S&T discussion community – 2 nd July via e-express	
	<u>Outcome of MBUS papers to HSE board meeting – comms post meeting</u>	
	5 th July direct email to S&T staff with outcomes and decisions on MBUS project	Input from all
	Publish intranet news article on outcomes of board meeting – 5 th July	JR
	E – express short article and link to news article – 9 th July	JR
	E mail to staff in groups transferring into STG in Oct 2007 – w/c 9 th July	JR/J Mc
	Face to face communications (roll out of briefing staff and TU)	TBA
	Briefing to S&T user senior managers (email)	
	Monthly intranet update - send to intranet team on 9 th . <ul style="list-style-type: none"> - update from each workstream post board mtg - maintaining future diary of events - (links to direct email and S&T briefing material for champions, possibly message from chief scientist) 	JR
	Evaluate face to face briefing from 9th	CM
	Begin planning and preparation for MBUS roadshows in September	JR
	Upside briefing bulletin	VC
Aug		

WHEN	WHAT	WHO
07		
	Monthly S&T bulletin/newsletter <ul style="list-style-type: none"> - foreword from CS - feedback from cascade briefing post 4th July (poss inc a short presentation) - update from key S&T area - maintaining diary of events - prepare highlights/key messages (with links) 	CM/JR
	Finalise Express article with Colin Rogers and publish.	JR
	Finalise details for MBUS roadshows for September & global mail all staff with invite	JR
	TU update	JH
	Prepare Exchange briefing on MBUS???	???
Sept 07		
	Begin MBUS roadshows	P McD
	Monthly S&T bulletin/newsletter <ul style="list-style-type: none"> - foreword from CS - update from key S&T area - maintaining diary of events prepare highlights/key messages (with links)	JR
	Prepare cascade briefing for S&T staff re: details of MBUS implementation	AP
	HSE/HSL Portfolio management meeting – report back: reinforce partnership behaviours	??
	Report back on initial meeting of Board Science Sub Group	??
	Planning for necessary briefing and training for staff to implement new systems (Upside)	VC
	Issue formal letter to transferees to STG and briefing for managers	HR
Oct 07	S&T Monthly Bulletin (email alert to all S&T staff with key message summary and link)	

WHEN	WHAT	WHO
	Monthly S&T bulletin/newsletter (third one) <ul style="list-style-type: none"> - foreword from CS - update from key S&T area - maintaining diary of events prepare highlights/key messages (with links)	
	Upside testing	
	HSE/HSL Portfolio management meeting – report back: reinforce partnership behaviours	
	TU update	
	Training and briefing schedule for new systems	
	Senior S&T Manger cascade	
	Plan for wave 3 roadshows	
Nov 07	Evaluate third S&T briefing via champions – “MBUS implementation details”	
	Evaluation of Sept/Oct MBUS road shows	