

<b>NHS Greater Glasgow and Clyde</b>	<b>Paper No. 26/06</b>
<b>Meeting:</b>	<b>NHSGGC Board Meeting</b>
<b>Meeting Date:</b>	<b>26 February 2026</b>
<b>Title:</b>	<b>Approach to Communications</b>
<b>Sponsoring Director/Manager:</b>	<b>Prof Jann Gardner, Chief Executive</b>
<b>Report Author:</b>	<b>Mr William Edwards, Deputy Chief Executive, NHSGGC</b>  <b>Ms Elaine Vanhegan, Director of Corporate Services and Governance</b>

## 1. Purpose

The purpose of this paper is to outline a refreshed communications approach, to strengthen assurance, support organisational transformation, and rebuild public and staff confidence across NHS Greater Glasgow and Clyde. On behalf of the Chief Executive, the Deputy Chief Executive is overseeing implementation.

## 2. Executive Summary

**The paper can be summarised as follows:**

- This paper acknowledges previous Board discussions in respect of communications and forms action under Rolling Action Number 159. This action noted the requirement to refocus existing communication to align the Boards ongoing and developing Transformation aspirations with the needs of our population involving all stakeholders including non-executives of the Board ensuring timeliness and compassion.
- The paper outlines a refreshed communications approach that improves responsiveness to live and emerging issues, strengthens listening and learning, adopts innovation and makes appropriate use of external advisors to enhance reputation management and crisis response.
- It notes the requirement for the creation of a senior leadership role to enhance the Boards programme of activities to increase public confidence through responsive and compassionate public relations. Plans are underway to recruit an additional Deputy Director of Communications who will take a lead role in the way we engage people and staff in support of key campaigns as well as positioning the organisations Transformation Activities with our stakeholders. This post enhances the current Communications Team to fully support the new approach and also focus on business-as-usual internal and external communications to provide consistency and increase innovation on social media, exploring new approaches to reach wider audiences, improve engagement, and strengthen our overall communications impact.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Approve the refreshed approach to communications
- Note the creation of a new post of Deputy Director of Communications

4. Response Required

This paper is presented for approval.

5. Impact Assessment

The impact of this paper on NHSGGC’s corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- |                        |                        |
|------------------------|------------------------|
| • Better Health        | <u>Positive</u> impact |
| • Better Care          | <u>Positive</u> impact |
| • Better Value         | <u>Positive</u> impact |
| • Better Workplace     | <u>Positive</u> impact |
| • Equality & Diversity | <u>Neutral</u> impact  |
| • Environment          | <u>Positive</u> impact |

6. Engagement & Communications

As noted, this paper is part of action number 159 on the NHSGGC Board rolling action list which outlines that there is a refocus of existing communication.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

This paper is part of action number 159 on the NHSGGC Board rolling action list and its formulation overseen by the Chief Executive.

8. Date Prepared & Issued

Date prepared: 13 February 2026

Date issued: 18 February 2026

## **1. Introduction**

This paper sets out an approach of strengthening communications and stakeholder engagement. It outlines the need for responsive and empathetic engagement that will support the communications of organisational priorities. A revised approach will build capacity that will in turn support constructive dialogue with our stakeholders. It is important NHS GGC can demonstrate progress in enhancing and transforming our services as well as communicating in a way that provides assurance and rebuilds public and staff confidence.

This refreshed approach will underpin the work of key programmes and campaigns aligned to particular Board challenges and will also aim at shaping a programme of activities that puts our transformation aspirations at the centre, ensuring we are engaging appropriately with our patients and our wider communities.

The refreshed approach will build on previous discussions and aspirations of our NHS Board and subcommittees.

## **2. Approach to NHSGGC Communications**

Our communications approach will continue to evolve to better support those we are here to care for. Our engagement will be intentionally authentic by building a programme that seeks feedback on our organisational priorities, in turn strengthening future engagement, and further shaping our priorities.

Listening and learning will be central to a renewed communication approach, ensuring that engagement from staff, patients, stakeholder, the wider public, our communities, and partners actively shape our communications and subsequently our decision-making. This approach will be closely linked to NHSGGCs priorities such as Transforming Together – The GGC Way Forward plan, so that communications both supports and reflects change across the organisation, for example ensuring the impact of interface and innovative virtual services are well understood.

Communications will become more responsive to live and emerging issues, enabling more coordinated messaging to support the organisation at critical times. NHSGGC will make greater use of external advisors to strengthen our approach to reputation management and crisis response, ensuring access to specialist expertise when required and providing additional capacity during high-pressure situations.

Alongside these developments, business-as-usual internal and external communications will continue to provide consistency. NHSGGC will increase innovation on social media, exploring new approaches to reach wider audiences, improve engagement, and strengthen our overall communications impact.

## **3. Additional Deputy Director of Communications**

To support this work, the new Deputy Director of Communications, will provide strategic and operational leadership for the delivery of the public communication and engagement aspects of the programme.

The post will focus on ensuring that all strands of work are aligned to organisational and national expectations. Working closely with the Director of Communications, Director of Corporate Services and Governance, the Chief Executive as well as our Board members ensuring programmes remains focused on delivering demonstrable improvements.

This role will be key in engaging and supporting the Boards communications activity and rebuild trust and confidence among patients, families, staff and wider stakeholders. This role will be instrumental in shaping approaches to public and staff involvement, ensuring whistleblowers' voices are heard, and promoting a culture of listening, learning and improvement.

#### **4. Recommendations**

The NHSGGC Board are requested to:

- Approve the refreshed approach to communications.
- Note the additional Deputy Director of Communications post.