**COMMUNICATION POLICY**

**Version: 4**

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| **Target Audience:** | Employees working at Phoenix Support. |
| **Next Review Date:** | December 2019 |
| **Name and title of person reviewing:** | Annick Guirate | **Date reviewed: 12/12/2018** |
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| **Signature and approval of Director:** |  |

**COMMUNICATION POLICY – PP10**

1. **INTRODUCTION**

 This Policy is an essential part of all staff induction and development processes and describes how Phoenix Support communicates ensuring that methods are transparent and recordable so assurance can be given to staff and regulators that information is shared and collected in an appropriate manner.

1. **POLICY STATEMENT**

Phoenix Support is committed to communicating effectively with people who work for the organisation and people who use our services and their families and friends, along with others who do business with us or have an interest in our work

1. **DEFINITION**

Communication is defined for this organisation as method, any means, of transmitting and receiving of information or data, passing correct information to the right audience of people in a timely fashion to ensure the correct message is received and implemented

1. **PURPOSE**

To enable excellent communication, all staff in Phoenix Support are properly informed and briefed on information that is important and relevant to them so that they may fully contribute to Phoenix Support’ success. This pursuit of excellence affects all communication lines within and outside the organisation. This policy is underpinned by the values we adhere to.

1. **CONTEXT**

Phoenix Support operates within strict regulatory frameworks as well as adhering to all legislative requirements regarding the management of information, we will endeavour to pass the right information to the right person, in the right manner so that it can be understood and implemented in the right way as intended.

1. **IMPLEMENTATION**

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6.0.1 The senior management, individual managers and team leaders are responsible for the quality of all activities carried out in each work location. Procedures should be strictly observed and personnel adequately trained with new employees undertaking induction training and training specific to their job roles.

**6.1 STRATEGY**

6.1.1 The Company Director will ensure that a strategy meeting is held with the General Manager at least every six months to outline the direction of the business and ensure performance targets are set and being met.

6.1.2 The Company Director or Operation Manager may ask any member of staff to attend for the assistance of setting business objectives as required. Minutes of these meetings will not be general circulation, they will be used to outline and check against progress.

6.1.3 The General Manager will produce a summary of these meetings in action point format to discuss and circulate with the senior management; these could formulate targets and objectives,

**6.2 SENIOR MANAGEMENT MEETINGS**

6.2.1 Senior managers will meet at 2 month intervals to discuss operational objectives and targets, these meetings will be mandatory and set in advance by the Office Manager.

6.2.2 Minutes of these meetings will be produced for senior managers only and not for general circulation.

6.2.3 Actions from these meetings will be discussed at the first call of the following meeting to look at progress and completion, any targets not met will be subject to discussion

**6.3 MANAGERS MEETINGS**

6.3.1 All Managers will be required to attend meetings at Head office on a monthly basis. Managers will be expected to attend; any non-attendance must be explained in person prior to the meeting and authorised by the Operations Manager

6.3.2 Meetings will follow a standard set agenda, this agenda will be circulated in advance and all managers are asked to submit, at least five working days, any agenda items to the Office Manager.

6.3.3 All Managers will be sent a copy of the minutes from these meetings and will be expected to read them for accuracy, any amendments must be sent to the to the admin assistant and compliant officer next meeting date. Minutes will be circulated no later than five working days from the Managers meeting, this will be done by the admin assistant compliance officer or General Manager.

**6.4 RECORDING OF MEETINGS**

6.4.1 All meetings will be recorded and minutes circulated to the attendees, unless prearranged or outlined in this policy, it will be the responsibility of the chair to organise this.

6.4.2 Minutes for all meetings will be agreed and discussed at the meeting following their production to ensure accuracy; all attendees must have read the minutes prior to the meeting.

6.4.3 All actions will be allocated to an individual at the time they are set, time allocated for all actions will also be agreed and discussed at the time they are set. Failure to meet actions may impact others and lead to further action taken.

6.4.4 All Managers are responsible for monitoring their own workloads, any mitigating factors that may impact on a person’s ability to meet deadlines or targets must be presented at the time. All consideration will be given to genuine reason.

**6.5 TEAM MEETINGS**

6.5.1 All managers must ensure they hold team meetings at least bi-monthly and must ensure agendas and minutes are documented and stored electronically on the CareForIt System under Location/ their service/ notes/ category/ team meeting. These meetings will be subject to regular audits to ensure targets are set and met.

6.5.2 All team members are expected to attend at least 75% of their own team meetings, Team Leaders must ensure this is undertaken, and where the targets are falling short staff will be expected to explain with good reason why.

6.5.2 Failure to meet the required standard for attendance may well lead to capability or disciplinary action being instigated

**6.6 TYPES OF MEETING**

6.6.1 House meetings and tenant forums will be held at the request of the service users, Senior Support Worker and staff members should promote this as a way to ensure organisational messages are communicated to all.

6.6.2 Service user meetings are a good way for the house to set and manage their own expectations with the support of staff; these meetings should also have set agendas and minutes produced.

6.6.3 These agendas and minutes will be produced by the Senior Support Workers and stored on the appropriate area of the CareForIt System under ( Location/ service name/ notes/category/ tenant meeting) These will be accessible to staff and senior managers within five days of each meeting.

**6.7 COMMUNICATION METHODS**

6.7.1 All staff receive a copy of the Customer Charter so they know the service standards required of them. Copies of the document will be placed in prominent positions within Phoenix Support’s buildings, publications and documentation. The Charter is designed to inform and support the people who use our services and those who work with us, to know what they may expect from Phoenix Support.

6.7.2 Structures are in place to assist formal communication processes: -

* Staff Appraisal takes place annually in April.
* Supervision between a worker and their line manager will be completed at least 2 monthly.
* Full Staff / Team Meetings are held on a regular basis and at least, bi-monthly, to a set agenda.
* Management meetings will take place monthly to a set agenda.

6.7.3 Minutes of the meetings should be kept and any action required should be followed through and reported back at the beginning of the next meeting, unless urgent.

6.7.4 A written summary containing key issues discussed at these meetings will be cascaded to staff, placed on the CareForIt System, or included in newsletters.

6.7.5 Residents and Service Users and family meetings are held bi-monthly. They are recorded and notes shared. Ad Hoc consultations will take place with service users or their advocates/representatives as required.

6.7.6 Internal quality audits will be scheduled to take place throughout the year. An external quality audit will also be programmed for each work location on an annual basis.

6.7.7 A management review of Phoenix Support quality systems will take place at least annually or more often if required.

**6.8 COMMUNICATION TREE**

SENIOR MANAGEMENT TEAM

TEAM MEETINGS

ANNUAL BUSINESS PLAN

PHOENIX SUPPORT STAFF BRIEFING

(AS REQUIRED)

ANNUAL REVIEW MEETINGS

PHOENIX SUPPORT NEWSLETTERS

LOCAL SENIOR STAFF BRIEFING MEETINGS (MONTHLY)

SERVICE USER CONSULTATION AND SURVEYS ANNUALLY

LOCAL TEAM MEETINGS

(BI-MONTHLY)

STAFF APPRAISAL

(ANNUALLY)

STAFF SUPERVISION

(2-MONTHLY)

**6.9 COMMUNICATION STRATEGY**

6.9.1 Phoenix Support will develop its communication strategy to show how effective communications can help us achieve our overall organisational objectives, engage effectively with stakeholders and demonstrate the success of our work to ensure people understand what we do and change behaviour and perceptions where necessary

| **Audience** | **What they need to know** | **Key communications messages** |
| --- | --- | --- |
| Service users | What we offer themHow to access our servicesWhere to go for advice | Provide useful, practical information and supportTrustworthy and reliablePut services users first and value their opinions |
| Local MP or councillors | What we want to see changed in policy termsOur strong evidence base and supporter base | Strong evidence base and our calls are grounded in robust evidenceA good knowledge of the policy environmentA well-respected, authoritative organisation |
| Supporters | We have the ability to make change if they help us | - We need you to support our campaign by writing to your MP, signing our e-petition, donating to us etc. |

6.9.2 Phoenix Support will develop means of communication that are appropriate and linked with the audience; our strategy will be based on the right message to the right person by the right means, as outlined below.

Table 1

| **Audience** | **Key communications messages** | **Key communications channels** |
| --- | --- | --- |
| Service users | - We provide useful, practical information and support- We are trustworthy and reliable- We put services users first and value their opinions | - Service user e-bulletin- Quarterly service user meetings- Service user representation on the Board- Media training for service users who are keen to act as spokespeople |
| Professionals | - We have a strong evidence base and our calls are grounded in robust evidence- We have a good knowledge of the policy environment- We are a well-respected, authoritative organisation | - Quarterly policy briefings on specific policy areas- Look into creating an All Party Representative Group- Ensure all press releases are sent to relevant government department in advance- Positive media coverage |

6.9.3 The General Manager will review the communication strategy and test its effectiveness on an annual basis this will ensure that all relevant information is being sent and received as intended by reviewing the following;

*6.9.3.1 Audience* - who are they? What makes them tick/what moves them? What do they need from us? Are their needs changing? What do they think of our organisation?

*6.9.3.2 Culture* - do we have a strong communication culture? Does our internal communication support external communication?

*6.9.3.3 Skills and resources* - do we have the skills and resources we need to get our voice out there?

*6.9.3.4 Messages* - do we have the messages we need? Are they clear? Does everyone in the organisation know what they are? How do our messages play with our audiences?

*6.9.3.5 Branding*- does our brand or positioning need refreshing in the light of the environment in which we work and our strategic aims?

*6.9.3.6 Hype and interference in your external environment* - what aspects of the external environment have a positive or negative impact on our communication?

*6.9.3.7 Monitoring* - do we collect the data we need to measure the effectiveness of our communication?

**6.10 ADVOCATES**

Phoenix Support will request referrals to independent advocacy services where this is seemed to be necessary for a Service User. The normal route for this is via local authority Care Manager.