

Northumberland, Tyne and Wear NHS Foundation Trust

Board of Directors Meeting

Meeting Date: 27 September 2017

Title and Author of Paper: Trust Branding
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Executive Lead: John Lawlor

Paper for Decision

Key Points to Note:

Following an extensive engagement period, this paper presents the Board with final options for the new trust brand identity.

Risks Highlighted to Board: No additional risks have as yet been identified.

Does this affect any Board Assurance Framework/Corporate Risks?

Please state Yes or No - No

If Yes please outline

Equal Opportunities, Legal and Other Implications: None

Outcome Required:

Following considerable engagement, debate and consideration, it is now proposed that:

- 'Caring, discovering, growing: Together' is adopted as the trusts key strapline.
- The flower image (as amended through staff and service user engagement) accompanies the strapline, either in front of, or after the strapline
- Work is undertaken to implement the new brand identity in line with the move to locality working from 2nd October.

Link to Policies and Strategies:

Board of Directors' Meeting

Refreshing the Trust Branding

Background

In January 2017, as part of the development of the new Trust strategy, it was agreed to refresh and renew the Trusts local brand (the lighthouse).

An organisation's brand should tell its story: its heritage, its values and its position in the market or society. Branding influences people every day, and it provides consistency and recognition. It displays pride, loyalty and trust. Building a strong brand is important for the people who deliver our services and for those who use them.

The Trust's lighthouse and core strap line: 'Shining a Light on...' emerged as a part of the preparation work associated with Foundation Trust status and first featured on the Trust's Annual Report 2007/8 (published July 2008). It pre-dated the Trust's work around the organisation's values.

Why review the brand?

There are a number of reasons why it was considered an appropriate time to refresh our brand. These include:

- The approval of the Trust's new 5 Year Strategy by the Board (including a new vision) provides an excellent opportunity to review the Trust's branding to ensure that it reflects what we stand for and our ambitions as an organisation.
- The comprehensive strategy development process and engagement with staff, service users and carers has produced a wealth of insight into our stakeholders views in relation to the strategy. This provides us with a rich foundation upon which to build an exciting and ambitious brand identity.
- Feedback from service users and carers about the current brand is mixed. While it is recognisable, the lighthouse is not seen as a positive statement about the organisation, and tends to suggest avoiding crisis and disaster rather than more positive principles of recovery and hope.
- It is sensible to undertake any changes at the same time as we change the trusts NHS identity (which is mandated by NHS England), and to ensure that the new brand is in line with the new NHS guidance.
- The brand now needs to be relevant and recognisable across the suite of new developments across the NTW Group - in particular Trust Innovations and NTW Solutions.

Developing a new brand identity

This process has been undertaken over the last 6 months and has included working on a number of options with the designers, Solutions Group. The brief was:

- To develop a new brand which reflected our values and strategic ambitions,
- To develop it in an engaging and inclusive way with staff and service users,

- To deliver with a minimal budget and to implement in the most cost effective way,
- To gain agreement on the new image in time for launch (including launch of the Trust Strategy) at the Annual Members Meeting on 18th July and in line with the roll out of the new NHS lozenge as required by NHS England,
- To ensure that the new image works with the suite of existing NTW 'brands' including NTW Solutions, NTW Academy and Trust Innovation. For example in the use of similar colours and consistency of style and layout.

Process

The process to develop the brand has been extensive, including building on the wide ranging engagement work to develop the Trust strategy. This initially provided the themes for the branding work '*Caring, Discovering, Growing: Together*' which subsequently became the title of the Trust strategy.

During April and May 2017, we shared outline options with CDT, the Board of Directors, Chief Executive and Executive Directors and agreed to proceed to wider engagement on 3 options.

This engagement was undertaken during April, May and June 2017. Staff had the opportunity to take part in detailed discussions at the 3 Speakeasy events (one in each locality). Almost 200 staff shared their views on the three options and also suggested other ideas. As expected, many differing views were received and some strong themes emerged. These were:

- That the words 'caring, discovering, growing: Together' described the Trust and the Trusts ambitions very well,
- Ruling out two of the options which led people to recall other associations,
- A request from multiple people to add 'hands' or something symbolising hands to the image,
- There was also a view that although the lighthouse didn't reflect our values, it was recognisable as NTW and some people felt that a different lighthouse image could work.

During this time the service user and carer reference group received 3 presentations on the branding and the developing options. Again there was very strong agreement on the words developed. Attendees felt that the 'Together' element was important, and that 'Discovering' was a more helpful term than 'recovery' for example. One meeting of the group felt strongly that there should be a visual image to support the words.

During May and June the initial ideas were redrawn as two options. These included a more stylised lighthouse design and stylised 'hands' being added to the flower option in response to staff feedback. The words were also incorporated into the design in a small font beneath the image.

These final two options were shared with Executive Directors, the Chair, members of the Council of Governors at an Engagement Session and the Service User and Carer Network for their views. Unsurprisingly with any change of this nature, it was hard for people to make a decision. The narrative provided was that:

- again a strong feeling that the words summed up the Trust very well,

- some people really like the flower image and the more positive image it brings,
- some people would prefer to remain with a version of a lighthouse.

Unfortunately, a decision on branding had not been made in time for the Annual Members Meeting, so agreement was reached to use the flower image on the Strategy Document, as there was a level of agreement that this was an appropriate image for the strategy. Overall informal feedback on the image as used on the strategy was positive, but the strongest positive views came from the accompanying words.

Over the summer there have been further discussions at Executive Director meetings and with the Chair. In response to this, two further options were developed, which better reflect the overwhelming support for the words 'caring, discovering, growing: Together'.

Throughout the engagement process, almost universally positive views have been expressed about these key words. It seems that this successfully sums up our shared ambitions for the Trust and the new strategy. This is a huge achievement. These final two options are presented in appendix A, with the preferred recommendation being for option 1.

Conclusion

There is now an urgent need to make a decision on the brand going forwards which can reliably and consistently be implemented.

This will also allow us to more fully promote the Trust vision and strategic ambitions as well as enabling the development of clear and robust brand guidelines for the Trust and subsidiary companies and projects. Alongside this, the trust new NHS lozenge needs to be fully implemented to all Trust areas.

Following a decision from the Board, a rapid implementation plan will be established, commencing alongside the new locality working arrangements beginning on 2nd October. This will be undertaken in as cost effective a manner as possible, and the changeover period will run until 31st March 2018 to ensure that stocks of existing materials can be run down.

Recommendations

Following considerable engagement, debate and consideration, it is now proposed that:

- 'Caring, discovering, growing: Together' is adopted as the trusts key strapline.
- The flower image (as amended through staff and service user engagement) accompanies the strapline, either in front of, or after the strapline
- Work is undertaken to implement the new brand identity in line with the move to locality working from 2nd October.

Alexis Cleveland and John Lawlor

September 2017

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