

Appendix B - Communications Strategy Action Plan

Challenge 1: Improving the Profile of the Council

| Action | Audience | Link to Corporate Objective | Lead | Target |
|--|---|---|---|---|
| 1.1 Produce Rossendale Alive Newspaper 3 times a year to improve customer perception and build awareness of key issues. | <ul style="list-style-type: none"> - Residents - Staff - Members - Partners - All others | <ul style="list-style-type: none"> - Customers - Improvement | Communications Manager | 3 per year November March July |
| 1.2 Produce an A-Z Guide to Services giving useful information about the council's services and how to access them. | <ul style="list-style-type: none"> - Residents - Partners | <ul style="list-style-type: none"> - Customers - Improvement | Communications Department | November 2006 |
| 1.3 Develop a corporate display and procure branded goods for the Council's attendance at public shows and events to improve the Council's image, increase involvement in community affairs and improve information provision to the public. | <ul style="list-style-type: none"> - Residents - Partners | <ul style="list-style-type: none"> - Customers - Improvement - Community network | Communications Department | July 2006 |
| 1.4 Support Community and Partnerships in the sponsorship and promotion of community events aimed at raising the Council's profile. | <ul style="list-style-type: none"> - Residents (Community) - Partners | <ul style="list-style-type: none"> - Customers - Improvement - Community Network | Head of Community and Partnerships & Communications Manager | March 2007 |
| 1.5 Support the Rossendale Alive brand through brand training and monitoring of correct usage. | <ul style="list-style-type: none"> - Staff - Partners | <ul style="list-style-type: none"> - Customers - Improvement | Communications Department | Ongoing |
| 1.6 Complete work on the branding tool kit, including Corporate Identity Guidelines and CDs. | <ul style="list-style-type: none"> - Staff - Members - Partners | <ul style="list-style-type: none"> - Customers - Improvement | Communications Department | Sept 2006 |
| 1.7 Introduce regular media briefings with key local media and key staff in relation to important issues raised in business plans | <ul style="list-style-type: none"> - Staff - Members - Media | <ul style="list-style-type: none"> - Customers - Improvement | Communications Department | 8 briefings by March 2007 |

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|---|--|--|---|--------------------------------------|
| and the communications Forward Planner. | - Customers | | | |
| 1.8 Provide a corporate media enquiries service for the whole authority and regularly reinforce the role of Communications. | - Staff - Members - Media - Customers | - Customers - Improvement | Communications Department | Ongoing |
| 1.9 Set targets for each service area to suggest press releases. Targets based on previous releases issued. | - Members - Staff - Media - Customers | - Customer - Improvement | Heads of Service | Targets agreed June 2006 |
| 1.10 Rolling programme of media training for members and officers. | - Staff - Members - Media - Customers | - Customer - Improvement | Communications Manager | 1 st session by July 2006 |
| 1.11 Develop a media strategy for use in the event of a serious emergency. | - Members - Media - Customers | - Customers - Improvement | Communications Manager | August 2006 |
| 1.12 Develop media guidelines for Members and Officers to promote awareness and understanding of media requirements and promote corporate standards and practice. | - Staff - Members - Media | - Customers - Improvement - Member Development | Communications Manager | July 2006 |
| 1.13 Contribute to the Council's Corporate Improvement Plan. | - Staff - Members - Media - Customers | - Improvement | Head of Policy and Change Management and Communications Manager | July 2006 |

Challenge 2: Improving Customer Satisfaction

| Action | Audience | Link to Corporate Objective | Lead | Target |
|---|--|------------------------------|--|---------------------|
| 2.1 Use a wide variety of methods to publicise the customer service standards e.g. Posters, team briefing, grapevine Help to embed a customer ethos. | - Staff | - Customers - Improvement | Communications Department | DONE ongoing |
| 2.2 Promote the Customer Services strategy and Complaints Form/Feedback form through a redesigned leaflet. | - Residents | - Customers - Improvement | Media Relations Assistant | June 2006 |
| 2.3 Identify and promote 6 major customer service improvements across the council per annum. | - Residents | - Customers - Improvement | Communications Department & Heads of Service | March 2007 |
| 2.4 Ensure the Council's web-site is constantly updated with news and contains information of interest to customers. | - Residents - Partners - All other audiences | - Customers - Improvement | Web Developer & Media Relations Assistant | ongoing |
| 2.5 Newsletter articles and press releases to publicise new website and e-enabled transactional services. | - Residents - Partners - Staff - Members - All other audiences | - Customers - Improvement | Communications Department | ongoing |
| 2.6 Use established internal communication channels to signpost staff to good practice and encourage the sharing of good practice, customer feedback and consultation feedback so as to improve services. | - Staff - Members | - Customers - Improvement | Communications Department | Ongoing |
| 2.7 Implement customer satisfaction project utilising additional funding approved. | - Customers | - Customers - Improvement | Head of Customer Services and E-Gov | March 2007 |
| 2.8 Mystery Shopper campaign. | - Customers | - Customers - Improvement | Head of Customer Services and E-Gov | March 2007 |

Challenge 3: Engaging With Communities

| Action | Audience | Link to Corporate Objective | Lead | Target |
|---|---------------------------|------------------------------------|--|------------|
| 3.1 Review communication activity following Overview and Scrutiny Young People's review. | - Young People - Staff | - Customers - Community Network | Communications Manager | July 2006 |
| 3.2 Promote Local Democracy Week 2007. | - Young People | - Customers - Community Network | Members, Media Relations Assistant & Democratic Services | March 2007 |
| 3.3 Attend 4 community events per annum to promote the council. | - Customers | - Customers - Community Network | Media Relations Assistant | March 2007 |
| 3.4 Continue to advise the Equalities group on communication issues. | - Customers | - Customers - Community Network | Media Relations Assistant | Ongoing |
| 3.5 Source relevant translation services for providing information in relevant community languages. | - Customers | - Customers - Community Network | Media Relations Assistant | Ongoing |
| 3.6 Support communications activity associated with the consultation undertaken as part of the Consultation Strategy. | - Customers | - Customers - Community Network | Communications Department | Ongoing |

Challenge 4: Promoting A Positive Image of Rossendale

| Action | Audience | Link to Corporate Objective | Lead | Timescale |
|--|--|---|---|--|
| 4.1 Establish and maintain good relations with those who can help promote Rossendale, the council and its work. | <ul style="list-style-type: none"> - Customers - Partners - Key Influencers | <ul style="list-style-type: none"> - Community Network - Culture - Customers - Partnerships | Head of Community and Partnerships, Members, Directors and Heads of Service | on-going |
| 4.2 Publicise the Tourism Action Plan to the media and key decision makers. | <ul style="list-style-type: none"> - Media - Partners - Key Influencers | <ul style="list-style-type: none"> - Culture - Community Network | Communications Manager & Head of Community and Partnerships | July 2006 |
| 4.3 Provide Communications Support to projects, initiatives and events that will promote a good image of Rossendale. | <ul style="list-style-type: none"> - Customers - Visitors - Media | <ul style="list-style-type: none"> - Community Network | Communications Department | 8 projects per annum by March 2006 |
| 4.4 Work with the LSP to publicise progress on the implementation of the Community Strategy. | <ul style="list-style-type: none"> - Customers - Media | <ul style="list-style-type: none"> - Partnerships - Community Network | Communications Manager & Head of Community and Partnerships | Sept 2006 |
| 4.5 Oversee a successful implementation of the Rossendale Alive branding. | <ul style="list-style-type: none"> - All audiences | <ul style="list-style-type: none"> - Customers - Improvement | Communications Department | on-going |
| 4.6 Encourage the local media to promote the borough. | <ul style="list-style-type: none"> - Media - Customers | <ul style="list-style-type: none"> - All | Communications Manager | 5% reduction in negative media by March 2007 |
| 4.7 Proactive media management. | <ul style="list-style-type: none"> - Customers - Media - External influencers and decision makers | <ul style="list-style-type: none"> - Customers - Improvement | Communications Manager | On-going |

Challenge 5: Engaging With Elected Members

| Action | Audience | Link to Corporate Objective | Lead | Timescale |
|--|-------------------|--|--|---|
| 5.1 In consultation with the Head of Legal and Democratic Services review Members information requirements and ensure that Communication is a key part of the Member Development Programme. | - Elected Members | - Human Resources - Improvement | Communications Manager | November 2006 |
| 5.2 Revamp the Member Bulletin to ensure consistent messages are cascaded throughout the Authority and to enable Members to be better ambassadors for the Council. | - Elected Members | - Human Resources - Improvement | Media Relations Assistant and Democratic Services | Ongoing |
| 5.3 On the advice of the Communications Department consider specific Member Information Sessions to be arranged on relevant issues as part of the Member Development Programme. | - Elected Members | - Improvement - Others depending on issue | Communications Manager and Democratic Services Manager | Ongoing |
| 5.4 Improved information available in relation to Elected Members including Your Councillor leaflet distributed to Rossendale residents. | - Customers | - Customers | Democratic Services Manager | September 2006 |
| 5.5 Co-ordinate and review Members Surgery adverts considering adding messages about the community leadership role of Members and advertising Members as providing a route to customer service within the Council. | - Customers | - Customers - Improvement - Member development | Communications Manager and Democratic Services | June 2006 |
| 5.6 Include a communications element as part of the Member induction training programme. | - Members | - Customers - Improvement - Member development | Communications Manager | June 2006 |
| 5.7 Re-launching the member enquiry service. | - Members | - Improvement - Member development | Democratic Services | Replies to be provided in 10 working days |

Challenge 6: Engaging With Staff

| Action | Audience | Link to Corporate Objective | Lead | Timescale |
|---|----------|------------------------------------|---|----------------|
| 6.1 Review and amend the system of Team Briefing following the appointment of a new the Chief Executive to ensure consistent messages are cascaded throughout the Authority and to promote the concept of employees as ambassadors for the Council. | - Staff | - Human Resources - Improvement | Communications Manager | June 2006 |
| 6.2 Induction programme and Staff Training. | - Staff | - Human Resources - Improvement | Human Resources | On-going |
| 6.3 Staff Survey. | - Staff | - Human Resources | Human Resources | Jan 2007 |
| 6.4 Through existing internal communication channels encourage staff to report on their experiences of how the organisation is improving. | - Staff | - Human Resources - Improvement | Co-ordinated by Media Relations Assistant | On-going |
| 6.5 Work towards a fully integrated Intranet system to improve and streamline internal communication processes. | - Staff | - Human Resources - Improvement | Web Developer | September 2006 |
| 6.6 Expand the remit of the Staff Morale Working group to include staff suggestions and, staff social activity and staff recognition and rewards. | - Staff | - Human Resources - Improvement | Human Resources | Dec 2006 |
| 6.7 Continue to facilitate ad-hoc project groups e.g. Accommodation Working Group. | - Staff | - Human Resources - Improvement | Executive Directors | On-going |
| 6.8 Provide relevant and accessible information for manual workers without access to IT systems. | - Staff | - Human Resources - Improvement | Media Relations Assistant | On-going |
| 6.9 Corporate Briefings e.g. Accommodation, customer service standards. | - Staff | - Human Resources - Improvement | Chief Executive and Heads of Service | On-going |

| Action | Audience | Link to Corporate Objective | Lead | Timescale |
|---|-----------------|------------------------------------|--|------------------|
| 6.10 Promote the Golden Thread and corporate objectives, and performance management framework. | - Staff | - Improvement | Communications Department & Head of Policy and Change Management | Ongoing |
| 6.11 Use existing Communication channels to promote a Customer Service ethos and specifically the Customer Service Standards. | - Staff | - Improvement - Customers | Communications Department | Ongoing |