

building better communications

corporate communications improvement plan

Connecting with Communities (ODPM, IDeA, LGA) criteria	Action	Delivery date	Who	Outcome	Measure
<p>Leads communications from the very top, politically and managerially. Commitment of time from the top people and regular access to them by the communications team.</p>	<ul style="list-style-type: none"> ▪ Introduce fortnightly strategic planning meetings between Leader, CE & Head of Communications ▪ Add monthly comms item to COT & SMT agendas ▪ Improve communications planning 	<p>Nov 03</p> <p>Jan 03</p> <p>Nov 03</p>	<p>CE, Leader. HoC</p> <p>CE</p> <p>All</p>	<p>Communications planning aligned much more closely with council-wide strategy & policy programme</p> <p>Senior management ownership of proactive communications agenda</p> <p>Tighter co-ordination of PR activities, events, announcements, launches etc</p>	<p>Quarterly review of planned communications activities & evaluation of media coverage at COT & individually with Executive members</p>
<p>Develops a corporate communications strategy with senior input from service departments.</p>	<ul style="list-style-type: none"> ▪ Agree corporate communications framework based on council vision and five priorities ▪ Produce annual communications plan for each priority with clear timeframes & dedicated budgets (as part of annual budget and business planning process) 	<p>Nov 03</p> <p>Mar 03 (for full year effect 04/05 onwards)</p>	<p>Exec</p> <p>Exec / COT / HoC</p>	<p>Higher public awareness of council priorities and council actions to achieve them</p> <p>Budget and resources freed up to focus on high profile campaigns and other communications activities within corporate communications framework</p>	<p>New measure introduced to MORI surveys in 2004 and 2006 to test public awareness of 5 priorities & council / partner actions to achieve them</p> <p>(Consider smaller survey in alternate years to assess awareness of 5 priorities & actions to address them)</p>

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Continued... Develops a corporate communications strategy with senior input from service departments.	<ul style="list-style-type: none"> ▪ Develop editorial policy for Southwark Life, annual review, council tax / BVPP leaflet & other corporate publications that reflects five priorities 	Nov 03	HoC (Ldr / CE)	Strong consistency of message across all major council publications	MORI - see previous page
Develops and maintains a strong and consistent brand. Adequate investment in design, print and promotion to ensure a professional image.	<ul style="list-style-type: none"> ▪ Instigate dep'tl communication audits to assess current activity inc volumes, branding, suitability, quality & spend ▪ Enhance corporate identity to inc. signs & branding for council investment programmes etc ▪ Move ultimate QA and branding audit role to communications managers, for all comms materials generated within the council 	<p>Nov 03</p> <p>Dec 03</p> <p>Pilot from Dec 03; for real from April 04</p>	<p>HoC Comms mgrs</p> <p>F@S group</p> <p>CO / ACEs comms mgrs</p>	<p>Better consistency, quality & value for money; could free up budget for high profile campaigns</p> <p>Residents & other stakeholders better able to make value for money judgements</p> <p>Consistency, quality and value for money</p>	<p>Annual audit plus random sample audits throughout the year</p> <p>Plus...</p> <p>Well-informed measure in bi-annual MORI surveys</p>

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<p>Produces a basic range of standard publications to a high standard; a regular residents' publication; an A-Z guide; statutory publications; and a range of leaflets on service delivery.</p>	<ul style="list-style-type: none"> ▪ Audit all publications (see above) & draw together definitive council-wide list ▪ Adopt new approach to co-ordinating & distributing publications via comm.'s managers 	<p>Nov 03</p> <p>Feb 04</p>	<p>ACE HoC Comms team</p> <p>Comms team + Best Value Team</p>	<p>Greater consistency of style, accessibility, quality & message</p> <p>Information is taken out to people where they already are</p>	<p>Well informed measure in bi-annual MORI surveys</p>
<p>Manage media relations effectively. Respond to media enquiries; promote the council; train media spokespeople; handle crisis PR; and install systems to ensure accurate targeting and evaluation of media coverage.</p>	<ul style="list-style-type: none"> ▪ Establish reputation baseline & develop detailed project plan to build reputation in target areas ▪ Agree 'hit list' of national / specialist / trade journalists for specific targeting activity 	<p>Nov 03</p> <p>Feb 04</p>	<p>MORI / CE / HoC</p> <p>Exec / COT / Comms team</p>	<p>Higher profile for Southwark and enhanced reputation in pre-determined target areas</p> <p>Higher profile and improved reputation; first stop for journalists looking for an example 'on the ground'</p>	<p>Bi-annual reputation audit</p> <p>Plus...</p> <p>Annual survey of journalists by Communications Team</p> <p>Plus...</p> <p>Regular tracking & trend analysis of media coverage in target media</p>

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<p>(continued) Manage media relations effectively. Respond to media enquiries; promote the council; train media spokespeople; handle crisis PR; and install systems to ensure accurate targeting and evaluation of media coverage.</p>	<ul style="list-style-type: none"> ▪ Identify areas of strength, innovation & leadership and establish a rolling programme of conferences, seminars & national platform opportunities ▪ Exploit new enhancements to media management software to the full to provide better analysis and evaluation of coverage 	<p>Feb 04</p> <p>Oct 03 (& ongoing)</p>	<p>Exec / COT?AC Es</p> <p>Media relations mgr</p>	<p>Higher profile and improved reputation.</p> <p>Increasingly sophisticated evaluation linked with key messages etc</p>	<p>See previous page</p>
<p>Join up communications and consultation. Ensure effective two-way communication with residents and find creative ways of communicating with hard to reach groups.</p>	<ul style="list-style-type: none"> ▪ Enhance & expand current consultation work on comm' effectiveness /channels etc (eg income management survey) 	<p>Ongoing</p>	<p>HoC / Corp Consult Mgr / Comms team</p>	<p>Continuing feedback from residents about their preferred channels for accessing information</p>	<p>Periodic suites of communications questions in MORI & other consultation exercises</p>

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<p>(Conitnued...) Join up communications and consultation. Ensure effective two-way communication with residents and find creative ways of communicating with hard to reach groups.</p>	<ul style="list-style-type: none"> ▪ Work with consultation team to develop evaluation methodology ▪ Continue to support community councils, scrutiny & decision making structure through ongoing publicity programme, S Life and website 	<p>Nov 03 (subject to growth)</p> <p>ongoing</p>	<p>Deputy Ldr ACE, comms team</p>	<p>Improved effectiveness and reach for future campaigns</p> <p>Continuing profile for community councils</p>	<p>Annual evaluation of evaluation mechanisms</p> <p>MORI survey</p>
<p>Market the authority and its services, including individual services and the overall promotion of the council to visitors and partners.</p>	<ul style="list-style-type: none"> ▪ Review current marketing activity as part of detailed communications audit (see earlier) ▪ Review marketing strategy for tourism and events ▪ Develop single style for all tourism, culture and events based marketing activities 	<p>Nov 03</p>	<p>ACE HoC</p> <p>Comms mgrs – regen & env</p> <p>as above</p>	<p>Stronger ‘sense of Southwark’ for all proactive marketing materials focusing on tourism, culture and events</p>	<p>Annual audit by communications managers</p>

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<p>Maintain and develop a user-friendly website. Use electronic communications to target information and create a dialogue with local residents.</p>	<ul style="list-style-type: none"> Develop an annual development plan for the website (& subsequently portal) that is properly budgeted and resourced, (as part of the annual budget and business planning process) 	<p>Mar 03 (for full year effect 04/05 onwards)</p>	<p>New media mgr</p>	<p>Increasing number of IEG milestones met</p> <p>Positive trend in usage figures</p>	<p>Annual SOCITM report on website</p>
	<ul style="list-style-type: none"> Develop on-line discussion forums to encourage two-way dialogue with residents 	<p>Oct 03</p>	<p>HoC</p>	<p>Increasing number of users participating in forums</p>	<p>Usage monitor via CMS</p>
	<ul style="list-style-type: none"> Procure kiosks design and installation and provide ongoing management of content and future enhancements 	<p>Jan 04</p>	<p>New media mgr / HoC</p>	<p>Positive trend in usage figures</p>	<p>Via Cityspace monitor</p>