



Service Plan 2007/08 (Stage 1)

Service Plan for: Marketing & Communications

Directorate: Chief Executive's

Service Plan Holder: Matt Beer

Workplans: Marketing & Communications

Director: Chief Executive - David Atkinson

EMAP : City Strategy – Cllr. Steve Galloway

1. Service description & objectives

Service description

The Marketing and Communications team (m&c) primary role is to manage the council's reputation. It leads the council's media, publicity, marketing, print, research, consultation and web activity providing these services to Directorates and Members, as well as directly to the corporate council. The team also manages the Guildhall print unit. The service's main functions are:

- to maintain and develop the council's relationship with national, regional and local news media, and promote council news and information for media inclusion through the press office
- to be the council's corporate marketing service, including the commissioning of publicity material, exhibition materials and corporate literature
- to produce *Your City*, writing copy and overseeing design and production of internal publications, *News and Jobs* and *News in Depth* and other internal and external publications
- to provide plain English, design and publicity advice for all corporate publications
- to communicate with the council's internal audiences (primarily staff) in liaison with HR and through *News and Jobs* and *News in Depth*
- to provide an electronic clippings service on press coverage of council and related issues
- to produce a monthly report of all m&c activities.
- to oversee the strategic communications of the council's corporate website

Service objectives

The objectives of the council's communications are to enable stakeholders to:

- understand how the council performs its duties
- influence and be involved in decisions
- be at the heart of continual improvement of services
- be aware of, and have access to, council services

2. Significant drivers for change and improvement

Driver	Affect on service delivery
All corporate priorities, internally and externally	Service delivery geared to driver
The Organisational Effectiveness Programme	Service delivery geared to driver
Increase in internet use combined with long-term decline of newspaper readership	Long term shift away from printed media to direct communications and the web
Pay and grading review, Easy@york Accommodation review	All change projects will have a major impact on the council's culture, including m&c's
The percentage of people surveyed who feel the council keeps them informed about benefits and services (BVPI 12)	Service delivery geared to driver
The percentage of people surveyed who feel the council keeps them informed about benefits and services (CG12)	Service delivery geared to driver
The percentage of people surveyed satisfied with the amount of information provided by the council. (CG13)	Service delivery geared to driver
Local Government Association's 'reputation' campaign	More emphasis on reputation drivers (direct communications, A-Z etc) as defined by LGA. Greater potential to work with LGA to influence national perception of local government
The BA festival of science	Major marketing opportunity for city and council

3. Priority improvement for 2007/08 & beyond

Performance improvement	Reason why improvement is required
Councilwide internal communications	Major change management projects (pay and grading, easy@york , accommodation review etc) gathering speed. The combined impact on the council as an employer could seriously affect the council's reputation.
Other comments to note	
<p>The council's Web Team has moved to the Resources directorate as part of the easy@york project and is no longer a part of m&c. However, m&c does retain strategic responsibility for the purely communications aspects of the website.</p>	

4. New or changed actions for 2007/08 and beyond

Action	Service plan outcome	New? / Change?	Links to note	Comments
Prioritisation of maintenance of press office and out-of-hours service	The council's reputation with its key audiences protected and enhanced (specifically the people of York)	On-going An existing ongoing action at the core of m&c work	Linked to all service corporate priorities	Press office able to respond reactively to all issues, in and out of office hours
Ensure that all staff continue to get good quality corporate communications which are alive to the important issues facing the council	Staff are well communicated with so that they understand and appreciate the changes facing the council	On-going An existing action, but one gaining greater prominence	Linked especially to the four internal priorities	Increasing pace of cultural change throughout council - internal Communications Group established to pool resources and look for synergies
Streamline reactive working to allow more proactive working	A better reflection of the good news the council generates included in the media	On-going An existing ongoing action at the core of m&c work	Linked to all service corporate priorities	Use of databases and attendance at DMTs, CMT and regular briefings with Executive members provide a stronger basis for both reactive and proactive communications
Work with easy@york team to build e-consultation capability	Increased capability to do inexpensive and timely consultation on-line	New - Full e-consultation capability. <u>Deadline:</u> established by Mar 2008	Linked to all corporate priorities	The e-consultation software will be used for the first time in consulting residents on the budget in 2006/07
Market print unit, working to reduce fixed costs while increasing demand	Print unit becomes a more viable proposition	On-going Existing action gaining greater prominence due to on-going issues with long-standing targets.	Linked to the four internal priorities	CMT are to be asked for corporate help in increasing demand. Long term future of all printing in council linked to Accommodation Review and establishment of Facilities Management Unit by Mar 2008
Organisational Effectiveness Programme actions	Corporate strategy for 2006-09 communicated to all key audiences. m&c input into consultation strategy	New – strategies written, approved and implemented. <u>Deadline:</u> by Mar 08	Linked to the four internal priorities	Head of m&c to write internal and external communications strategies to communicate Corporate Strategy 2006-09