



Service Plan for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Marketing and Communications

Directorate: Chief Executive's

Service Plan Holder: Matt Beer

Workplans: Marketing and Communications

Director: Director of People and Improvement –
Heather Rice

Signed off _____ *Date* _____

EMAP : City Strategy – Cllr Steve Galloway

Signed off _____ *Date* _____

Section 1: Our service

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 and consultation 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 lead all of the council's corporate communications activities and supply guidance on any matter of a communications nature that relates to the reputation of the council as a whole, its policies and services
- to manage relationships with national, regional and local news media in order to ensure a greater understanding and appreciation of the council's work
- to be the council's corporate marketing service, including the commissioning of publicity material, exhibition materials and corporate literature
- to produce direct communications with residents, including *Your City* and *Streets Ahead*, the *A-Z* of council services and ad hoc external publications
- to lead corporate internal communication with the council's staff, especially in the light of the major projects the council is currently undertaking such as the pay and grading review, the accommodation review and *easy@york*
- to oversee the design and production of internal publications for HR (presently *News and Jobs* and *News in Depth*) and other internal literature as requires
- to provide high quality market research for the council corporately and council departments
- to advise all parts of the council on the professional approach to all consultation activities
- to provide plain English, design and publicity advice for all corporate publications
- to oversee the strategic communications aspects of the council's corporate website.

Service objectives

The goal of all the council's communications is to enable residents, customers, and both geographical communities and communities of shared interests to:

- understand the way in which the council performs its duties and uses its resources
- be aware of the services provided by the council and its partners
- be involved in decisions that affect them by informing and consulting them about the council's proposed policies in a timely, balanced and transparent way
- be at the heart of the continual improvement of services.

To achieve these goals and ensure that the council's reputation is enhanced at local, regional and national level, the council has to be able to:

- communicate through appropriate means, consistently and in plain language
- foster positive relations with the media, taking a proactive approach
- effectively use the intelligence generated by communications activities
- monitor, assess and continually improve its performance in this field.

Section 2: The Drivers

Driver	How might this affect our service
<p>External drivers</p> <ul style="list-style-type: none"> • Relevant BVPIs: <ul style="list-style-type: none"> BVPI 3 - percentage of citizens satisfied with overall service provided by council BVPI 12 - the percentage of people surveyed who feel the council keeps them informed about benefits and services CG13 - the percentage of people surveyed satisfied with the amount of information provided by the council. • Local Government Association's 'reputation' campaign • Local Government and Public Involvement in Health Act • Place survey 	<p>BVPI 3 – measured and influenced by m&c, although clearly the responsibility of the whole council</p> <p>BVPI 12 – informing the public is one of m&c's key roles, although communicating with the public is not solely m&c responsibility but the responsibility of every service</p> <p>CG13 – the amount and quality of information delivered to the public is clearly an area where m&c have a responsibility, although as stated above communicating with the public is not solely m&c responsibility but the responsibility of every service</p> <p>More emphasis on reputation drivers (direct communications, A-Z etc) as defined by LGA based on research by MORI. Greater potential to work with LGA to influence national perception of local government</p> <p>The Act places much more emphasis on partnership working which will have an impact on communications, especially branding issues.</p> <p>In future there will 198 national indicators to support the delivery of the LAA and the new CAA. This will have an impact on the council's corporate research work.</p>
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Corporate strategy • The Organisational Effectiveness Programme • All corporate projects and initiatives are relevant to m&c. Of special concern are: the pay and grading review, the accommodation review and easy@york, • Equalities - help develop and implement a policy on making information available and inclusive. Develop and implement community cohesion media strategy as part of broader communication strategy. 	<p>The m&c team have a role in nearly all corporate drivers, whether externally in public perception or internally. External and internal communications strategies are planned to address these issues</p> <p>The internal communications for some of the big projects the council is working on, and the likely effect they may have on the council's external reputation, are major concerns.</p> <p>Ongoing work reflecting good communications practice.</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Directorate Business plan • Equalities plan • Accommodation changes 	<p>Ensuring all communications meet with equalities guidelines</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
CSF1: Write and implement external communications strategy incorporating the issue of reputation and reflecting the priorities and values of the corporate strategy.	There is a gap between the public's broadly positive perception of services and less positive perception of the corporate council. The communications strategy will look for opportunities to reflect all aspects of the council's work, especially the less newsworthy positive work, and address the issue of the council's reputation. The press office's ability to field enquiries and research good news is essential to managing the council's reputation.
CSF2: Write and implement an internal communications strategy to ensure staff understand their role in the 'golden thread' and the council is able to communicate essential information effectively to staff.	Internal communications is, and will continue to be a vital issue for the council. There is need for council staff to understand their role in the corporate strategy in order for it to be effectively delivered. Staff also have a role in the reputation of the council and need to be communicated with well if they are to act as ambassadors for the organisation. The projects that will require great organisational change such as the accommodation review and the pay and grading review will need communicating in 07/08.
CSF3: Write and implement a consultation strategy, which will ensure that the needs and requirements of the council's customers are understood through effective research and consultation.	The values of the council put the customer at the centre of our work. In order to understand their needs the m&c research team conduct corporate research and are well placed to offer advice and support to directorates in other consultation. The OEP will look to establish a data hub with input from our research. The role of m&c however is restricted to providing professional research services – we cannot ensure findings are acted upon.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
The m&c team have input into all of the corporate priorities, but especially into the Corporate Value 'delivering what our customers want'	To work with IS champions on the communications priorities within their DIPS and to tie those in with the reputation strategy and corporate communications strategies
We also have input into the direction statement 'our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services we can afford'	The communication strategies will be designed to address this direction statement
The direction statement 'we will listen to communities and ensure that people have a greater say in deciding local priorities'.	The consultation strategy will be designed to address this direction statement

Section 5: Scorecard of improvement measures & actions

Customer based improvements

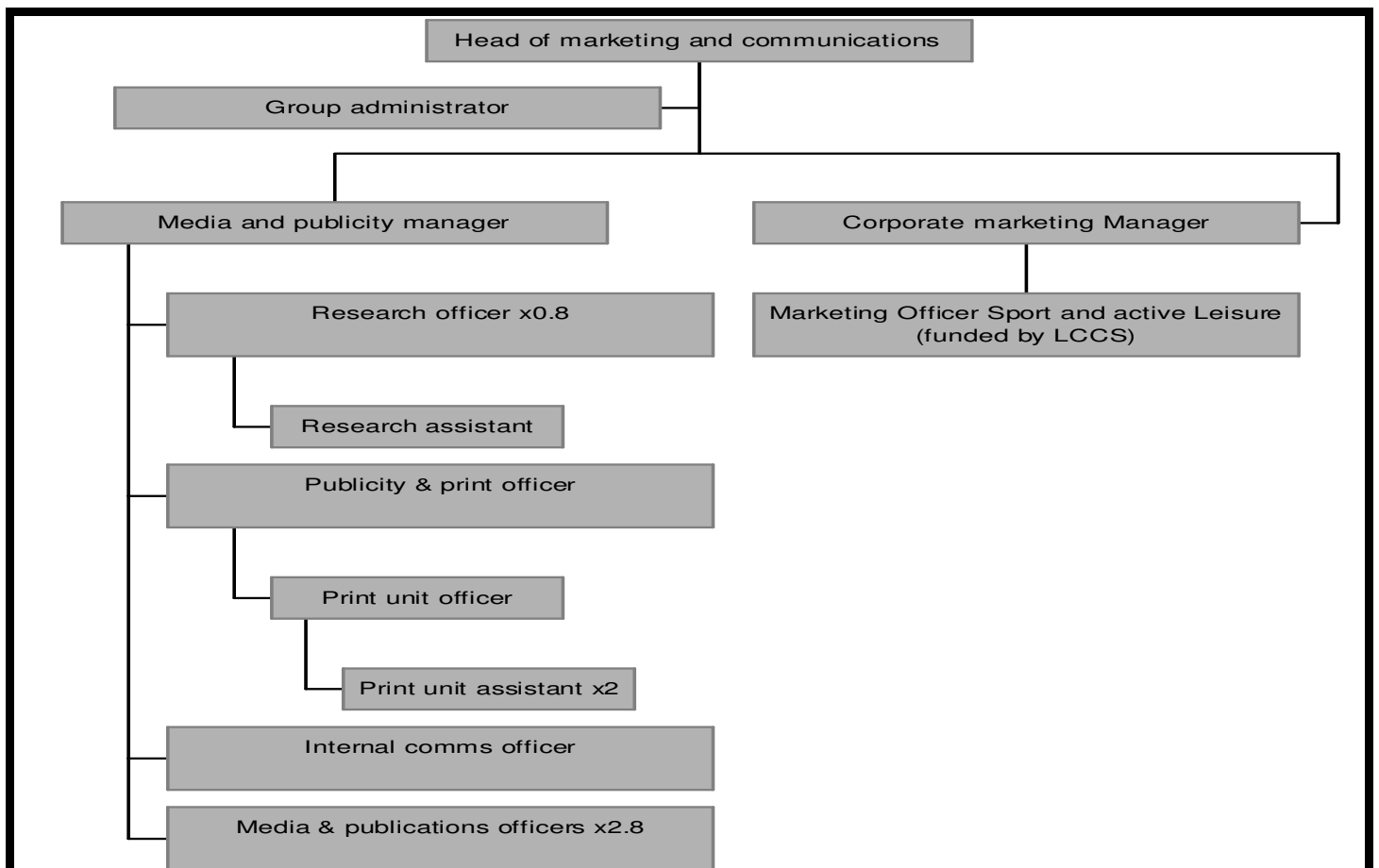
Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
C1: CG12 The percentage of people surveyed who feel the council keeps them informed about benefits and services	54% (06/07)	59%	60%	Not set
C2: CG13 The percentage of people surveyed satisfied with the amount of information provided by the council.	44% (06/07)	52%	55%	Not set
Customer Actions				
Improvement action	Deadline			
Ultimately all communications activity is reflected in the BVPIs, especially reputation work (although with a time-lag). The communications strategies Communications aspects of Organisational Effectiveness Programme implemented - external and internal corporate communications strategy written and implemented.	Strategies written for April 2008 – implementation throughout rest of year			
Consultation strategy and subsequent input into data hub	Strategy written for April 2008 – implementation throughout rest of year			

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
P1: Monthly report published retrospectively within one week of the new month	50%	100%	100%	100%
P2: Press cuttings sent out daily before 11.00	30%	70%	75%	80%
Process Actions				
Improvement action	Deadline			
Monthly reports to give monthly feedback on implementation of communication strategies. They reflect all aspects of the team's work to allow customers (councillors and directors) to understand the team's output and track areas of greatest m&c activity. Opportunity for head of m&c to concentrate resources on areas where improvement will most be felt.	On going			
Press cuttings distributed daily to allow customers to see media comment on council and gauge reputational issues.	On going			

Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
R1: % budget spent	+0.4%	<100%	<100%	<100%
R2: % of invoices paid within 30 days (BVPI 8)	95.34%	95%	96%	97%
R3: No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	4.14 (7 months)	8 days (Cex's)	8 days (Cex's)	8 days (Cex's)
R4: No. of days lost for stress related illness. (CP13a)	0.44 (7 months)	1.4 (Cex's)	1.3 (Cex's)	1.2 (Cex's)
R5: No of RIDDOR accidents amongst council staff	0	0	0	0
R6: % staff who have had an appraisal in past 12 months (CP14)	91.40% (06/07)	100%	100%	100%
Customer Actions				
Improvement action	Deadline			
Print Unit still viable ahead of move to Hungate	On-going up to 2010			

Section 6: Resources

A research officer has been replaced by a research assistant for financial reasons. This means the council will have less research expertise to call on in future years.

Budget

	<u>2007/08</u> £'000	<u>2008/09</u> £'000
Employees	520	<i>The financial information contained within this Service Plan is based on the 2007/08 budget, pending the approval of the 2008/09 budgets</i>
Premises	-	
Transport	173	
Supplies and Services	-	
Miscellaneous	109	
– Recharges	-	
– Other	-	
Capital Financing	-	
Gross cost	802	
Less Income	(833)	
Net cost	(31)	

Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.