

APPENDIX A

Communications Action Plan 2010-11

Key to responsibilities

CMM	Communications and Marketing Manager
MCO	Media and Communications Officers (two)
SDPO	Senior Design and Print Officer
AA	Administration Assistant
BCT	Bromsgrove Communications Team

Action	How	Measure (SMART)	When	Who
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1. An Enterprising Community

Issue press releases, handle media enquiries, use `Redditch Matters`, inform staff and Members about `Enterprising Community` news and activities. Produce marketing literature as required.	Work closely with key officers and the Council's Portfolio Holder to identify communications opportunities.	Media coverage achieved. Page of `Redditch Matters` allocated to `Enterprising Community`. Staff and Member awareness.	Ongoing	MCO/CMM/SDPO /AA
Communicate progress with the Abbey Stadium Pool development.	Produce communications plan following publicity that project will go ahead and public consultation on designs in late 2009.	Media coverage. Stakeholders kept informed.	Plan in April – Pool open 2011/early 2012	CMM/MCO

Support and promote Redditch's Business Expo (11 th May)	Through `Redditch Matters`, press and Chamber of Commerce media outlets. Help find media sponsor for the event. Production of flyer and advertising.	Media coverage. Numbers attending. Media sponsor secured.	Ongoing to 11 th May	CMM/MCO
Conclusion of Neighbourhood Groups and future arrangements.	Communicate end of Groups in `Redditch Matters`.		March 2010	CMM
	Re-launch as part of Partners and Communities Together (PACT) with West Mercia Police and other partners in designated wards.		summer	CMM/MCO
	For `Communications` new arrangements include continuing with Consultation Roadshows (identifying list of events to support and new outlets incl. supermarkets, and inviting the PCT and County Council to join in), introducing fourth edition of `Redditch Matters`, promoting the Worcestershire Hub and website `FixMyStreet` for residents to report problems, and use of social media.	Numbers attending Consultation Roadshows. Analysis of roadshow survey forms and reporting back to residents. Social media sites set up.	Ongoing	CMM/MCO

	Plus investigate Council information boards for Community Centres and local convenience shops to promote the Council and events. Town Hall – improve noticeboard and use of plasma screen in reception. Improve Council lay by boards around the town.	Plan of action produced with costings for CMT (Corporate Management Team)/councillors.	June/July	CMM/SDPO/AA
Promote new business directory produced by Economic Development.	Press release and `Redditch Matters`.	Media coverage.	summer	MCO
Support events calendar produced by Economic Development.	Advise on content, style and distribution. Promote availability.	New calendar published and reaches target markets.	During 2010	CMM/SDPO/MCO/AA
Support town centre Christmas marketing campaign led by Economic Development.	Coverage in `Redditch Matters`, special magazine for visitors including offers and vouchers, events and promotions, advertising.	Effective distribution of magazine. Support of retailers through the Town Centre Partnership.	September-December	CMM/MCO/SDPO/AA
Redditch town guide	Investigate producing new guide which again would be funded by advertising. Street mapping and way these are presented needs particular attention.		January	CMM/SDPO

2. Safe

<p>Issue press releases, handle media enquiries, use `Redditch Matters`, inform staff and Members about Redditch as a place where `people are safe and feel safe`. Produce marketing literature as required.</p>	<p>Work closely with the Council's Portfolio Holder to identify communications opportunities and with key stakeholders: the Councils' Community Services Team, the Redditch Community Safety Partnership and West Mercia Police.</p>	<p>Page of `Redditch Matters` allocated to community safety. Media coverage achieved including wider recognition for innovations including bus shelter art project. Staff and Members aware.</p>	<p>Ongoing</p>	<p>MCO/CMM/SDPO /AA</p>
<p>Support Local Democracy Day</p>	<p>Press activity and photography on the day with follow up coverage. Pre event coverage.</p>	<p>Media partner achieved again. Press coverage. Feedback from partners involved and especially the participating young people.</p>	<p>October</p>	<p>CMM/MCO</p>
<p>Support community fireworks event at Arrow Valley Country Park</p>	<p>Continue to promote event as safe alternative to firework displays at home. Press releases, advertising, flyers.</p>	<p>Numbers attending. Feedback from staff organisers and public.</p>	<p>November</p>	<p>MCO</p>

3. Clean and Green

Issue press releases, handle media enquiries, use `Redditch Matters`, inform staff and Members priority of `Clean and Green`. Produce marketing literature as required.	Work closely with key officers and the Council's Portfolio Holder to identify communications opportunities.	Media coverage achieved. Page of `Redditch Matters` allocated to `Clean and Green`. Staff and Member awareness.	Ongoing	MCO/CMM/SDPO/AA
Support the Council's entry in Britain in Bloom 2010.	Provide media advice and past media cuttings in support of bid. Publicise judging visit and results. Photography taken of flower beds being entered. Ideal to promote on new social media sites (see further on).	Promote in `Redditch Matters`, to staff and Members. Media coverage achieved.	Ongoing	MCO
Support the Morton Stanley Festival	Use special Facebook site to promote in addition to media coverage, advertising, leafleting and advising neighbourhood about event. TV company filming preparations and Festival event.	`Friends` accumulated on Facebook site. Numbers attending. Media coverage.	Ongoing (event is 20 th – 22 nd August)	MCO/SPDO

4. Well Managed Organisation

Continue with the Communications Planner to identify potential issues and highlight upcoming activities and campaigns.	Produce late in a month for the following month. Presented to CMT. CMT to feedback new/missing issues to add to the planner, on an ongoing basis.	Council's reputation managed professionally and negative comment minimised or Council's position understood.	Monthly	CMM
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		Proactive opportunities captured and acted on.		
Produce specific communications plans for high profile matters.	Existing plans developed and in use for Shared Services, and LEAN and Payroll (joint with Bromsgrove).	Plans create timely activity and keep staff and Members informed.	As required	CMM/BCT
Media relations	<p>Write and distribute press releases and statements. Handle media enquiries and keep enquiries log up to date. Start conveying stories through new social media outlets.</p> <p>Collate press cuttings.</p> <p>Analyse media coverage and rate as positive, neutral and negative. Share analysis with CMT.</p> <p>Attend all Executive Committee and Full Council meetings to be aware of communications opportunities/issues. Develop relations with the local media with periodic meetings with editorial staff.</p>	<p>Council's reputation and profile enhanced. Likely to be issuing around 200 releases during the year.</p> <p>Year's coverage totalised and fed back to CMT (April 2011).</p> <p>Issues well managed. Good media relations continue. New media contacts met as appropriate.</p>	<p>Daily</p> <p>Weekly</p> <p>Weekly</p> <p>Ongoing</p>	<p>MCO/CMM</p> <p>AA</p> <p>MCO/CMM</p> <p>CMM/MCO</p>

	Review media relations policy.		September	CMM/MCO
Build on successful re-launch of `Redditch Matters` magazine in spring 2009.	Four editions in 2010 following three in 2009. Editorial Panel of four Members to meet quarterly to guide contents and give feedback. Commission professional photography as funds allow.	Evaluating through readers' survey in spring edition 2010. Feedback from Editorial Panel. Advertising sales achieved, with priority to increase sales from private sector.	summer edition (out end June), autumn edition (out end September), winter edition (out early December), spring edition (out end March)	CMM/MCO/ SDPO /AA
	Enter magazine in LGcommunications 2010 Reputation Awards.	We are shortlisted and better still are placed!	Results in May.	CMM

Obtain new quotations to print /distribute/sell advertising for `Redditch Matters` and, this time, `Together Bromsgrove`.	Spring 2010 edition is last under present contracts (two suppliers). New contract(s) needed for summer, autumn and winter 2010 editions.	Best Value achieved. Ability to reach as many households as possible and to plug any gaps in distribution. Advertising target of up to 10 pages sold per edition achieved (2 pages allocated free to RBC services).	March	CMM/BCT
`Members' Bulletin`	Publish monthly and email to Members and CMT.	Analyse survey on effectiveness of Bulletin carried out in April edition.	Monthly	MCO
`Core Brief` staff newsletter	Publish fortnightly and email to all staff. Include key messages from CMT meetings.	Include readers' survey in a June edition.	Fortnightly	CMM/MCO
`Contact` staff magazine	Publish quarterly in print to distribute with pay slips (ensures all staff get to see and keep a copy).	Include readers' survey in June edition.	Quarterly – with June, September, December and March pay slips.	MCO/SDPO

Noticeboards in Council offices and venues	Continue to keep noticeboards updated with posters, literature and `Core Brief` copy (aimed at those not on email) as supplied/created by the Communications Team.		Weekly	AA
Review internal newsletters/magazines with Bromsgrove (includes `Connect` and `e-Connect`).	Analyse reader survey responses (as above). Present recommendations to CMT. Communicate to staff including contacts for copy/future copy deadlines. Re-design `Core Brief` if it continues long term and produce as a colour PDF.	Staff informed about any changes and fully aware.	July	CMM/BCT
Publish Annual Report 2009-10	Include within autumn's `Redditch Matters` as centre section, therefore reaching all residents. Run on supply for other stakeholders.	Include reader questionnaire for feedback and monitor responses.	September	CMM/SDPO
Joint branding with Bromsgrove	Design and produce range of required joint branding including stationery, joint job advert template, PowerPoint presentations template, email address footer solution for staff emails etc, as required. Obtain PIG template software from Worcestershire County Council to enable electronic letterheads.	Joint branding welcomed and appreciated. Clearly sets out both Councils' existing branding, adding to individual corporate identities and not detracting from them.	Ongoing. Stationery needs for Chief Executive, Directors and Heads of Service prioritised.	CMM/SDPO/BCT
Review Corporate Identity	Corporate Identity adopted by Council in summer 2009. Agreed we would review it, including created Style and Plain English guides, on an annual basis.		August	CMM/SDPO

Leader's column in the Redditch Standard	Continue to provide copy for column in the 'Redditch Standard' as approved with the Leader.	Column appears each month.	Monthly	MCO
Handle the local, regional and national media during the General Election count.	Meetings and discussions already held with the BBC, ITN and Sky to discuss facilities.	Media happy with arrangements for Election night.	Date unknown at time of writing. Latest date would have to be 3 rd June.	MCO/CMM
Media training for new Corporate Management Team and key Members from both Councils.	With a new CMT team in place, formal training in handling the media is required to ensure all have the necessary skills to handle any interviews or at the very least understand how the media work and the requests and deadlines they make. Key Members to be included.	Subject to funding found and supplier sourced. Evaluation from CMT and Members of training they receive.	September	MCO/CMM/BCT
Review Emergency Plan and our communications	Test arrangements in place and identify any gaps/areas of concern.	Robust plan in place in the event of a future emergency.	By end 2010	CMM/MCO
Staff appraisals	Communications Strategy is used to set individual objectives.	Staff understand their roles and objectives for the year ahead. Training and development needs identified and pursued.	By end of April	CMM/SPDO to conduct with reports

Council Tax setting	Communicate new Council Tax amounts by band via a press release and advertising in the local press, as statutorily required. Use Council Tax leaflet to show value for money. Cost of Council Tax expressed simply for payers to understand how much this Council uses as part of the monies collected from payers.		February/ March	CMM/MCO
Council Tax leaflet	<p>2010-11 leaflet to print. Includes A–Z guide to services and message from the Chief Executive on sharing of services.</p> <p>Review this year’s leaflets with County Communications Group and identify any improvements to be made. Encourage West Mercia Police Authority to join future leaflets. Discuss with Chief Executive’s Panel (county’s districts).</p> <p>Work on 2011-12 leaflet with County Communications Group. To include A-Z guide to services and any improvements identified by Group.</p>		<p>March 2010</p> <p>March 2010</p> <p>December - March</p>	<p>CMM</p> <p>CMM/BCT</p> <p>CMM</p>

Support Making a Difference Staff Awards	Promote entries and results (taking photographs of staff that succeed). Produce certificates.	Number of entries received. Feedback from staff and participating Members. Staff receive full results information in a timely fashion.	February	CMM/MCO/SDPO
Visible and responsive leadership	New CMT to engage in `Walk the Floor`, staff briefings and own directorate and service meetings to get to know staff and develop priorities. Members encouraged to also `Walk the Floor` to meet staff. Chief Executive's `Questions to the Chief` to continue as confidential channel for any staff concerns. Supplemented by new informal blog site that Chief Executive will use to describe what he has been doing etc (see further on).	Staff feedback through annual staff survey.	Ongoing	CMM/BCT
Support HR's work on improving staff inductions	Staff inductions need to be improved. Considering new AV with Chief Executive as induction tool on new joint intranet site. Produce handy information card on essential information about the Council all staff should know – name of Mayor, budget, vision and values etc.	Staff better inducted into the work and life of the Council.	Ongoing	CMM/BCT

Communications Champions	Set up for each service in 2009 but in view of sharing services needs reviewing with Bromsgrove. Role should not be onerous but presents key channel between Communications Teams at both Councils and our services.	Identify way forward and seek approval from CMT.	September	CMM/BCT
Support Staff Forums	Managers` Forums established following Management Conferences in 2009. Wider staff forums have role to consider findings of staff surveys and to explore more staff events including corporate support for charities and Dragon's Den type staff suggestion events.		May and ongoing	CMM/BCT
Staff events	Build on success of Christmas decorations competition and Dodgeball in 2009: Office Christmas decorations competition. Staff/Members Charity Christmas Quiz. Support staff sports day. Encourage staff from both Councils to support each other's events.		December 16 th December tbc Ongoing	MCO/AA CMM/Cllr Brunner CMM/MCO/AA/ BCT CMM/MCO/BCT

Staff Survey	Last Staff Survey conducted in autumn 2009. May combine with Bromsgrove for 2010 annual survey. Survey needs to demonstrate to staff key results and actions requiring to be made.	Increase responses in Redditch from 222 in 2009 to minimum of 250. Benchmark against 2009 results.	autumn	CMM/BCT
Plan budget for 2011-12 with Director	Includes bid for `Redditch Matters` editions in 2011-12.		autumn	CMM
Working in Partnership on behalf of Redditch Borough Council.	Continue to develop partnership working/network opportunities with the County Communications Group, West Mercia LRF (Local Resilience Forum), LGcommunications, and the Chartered Institute of Public Relations and Chartered Institute of Marketing.		Ongoing	CMM/MCO
Research promotional event opportunities for 2011-12	To circulate to Heads of Service, highlighting national weeks and event days they could support locally i.e. European Health and Safety Week, Think Pink breast cancer awareness campaign, Comic Relief etc.	Relevant national promotional events captured and recorded.	February	AA
Set Communications Priorities for 2011-12	As part of Communications Strategy.	Priorities reflect corporate needs.	February	CMM/MCO/SDPO /AA/BCT
Councillor contact details and photos poster	To update the poster supplied to key staff and for Council noticeboards following changes arising from the local elections on 6 th May.	Staff informed of any changes asap so can recognise any new councillors.	May	CMM/SDPO

	Launch blog for the Chief Executive called 'Kevin's blog'.	Hits to this part of the website. Evaluate customer feedback to blog postings.		CMM/BCT
Develop the communications potential of the website	Continue to manage the news section and ensure key corporate documents appear on the site. Manage the Features section by identifying topical stories/service activities.	Information is timely and kept up to date.	Ongoing	MCO/CMM CMM/MCO

6. Helping to create a more positive image for Redditch

Support production of a Communications Strategy for the Redditch Partnership	A Communications Sub Group has started work on developing the Partnership's communications. A strategy is the next step, with an action plan.	Strategy has quantifiable actions and clear deliverance.	During 2010	CMM
Help devise a strapline for the Redditch Partnership to communicate its role and purpose	Will help position and market the Partnership and build on recent awareness raising following the 'We are Redditch' event last January.	Test suggestions on stakeholders to gain 'buy in'.	spring	CMM
Produce banner to promote Redditch at the General Election count	Agree on design and suggested strapline 'Worcestershire's green and enterprising town'. Banner to be also used for Borough Council Elections count on 7 th May and at other promotional opportunities.	Banner achieves its purpose and is clearly visible during TV election coverage.	May	CMM/SPDO

Manage filming project for Morton Stanley Festival	An independent production company has been commissioned to film this year's Festival and will work with NEW College students.	TV coverage helps show Redditch in a positive light.	Ongoing. Transmission date tbc. Festival on 20 th -22 nd August	MCO
Seek to improve Redditch's image with positive TV and radio coverage.	Contact TV and radio programmes that need locations and could feature Redditch i.e. Antiques Roadshow, Gardeners Question Time, Any Questions, and appropriate digital channels.	Secure commitment from one national programme to broadcast in Redditch by March 2011.	Ongoing	CMM/MCO
Aim to place more Council and Redditch Partnership stories beyond the local media to promote Redditch as an achieving and innovative place.	Three pronged approach: raising Redditch (and the Council's) profile in Worcestershire through Worcestershire County Council's WOW magazine, Worcestershire Life and other county lifestyle magazines, plus Worcestershire Partnership's newsletter; in the region through publications and the websites of the West Midlands Leaders Board, Government Office West Midlands (GOWM), Advantage West Midlands , and BBC Midlands Today, ITV Central and the Birmingham Post to reach regional decision makers;	Coverage achieved beyond our core media in Redditch.	Ongoing	MCO/CMM

	nationally, through the trade and technical press and national media for particularly innovative or newsworthy projects.			
Support the Place Survey 2010	Undertake communications and marketing activity prior to the Place Survey (May to September). Respond to the results of the survey.	Comparison with key results from the last survey in 2008 – how well residents feel they are informed, satisfaction with the Council etc.	Survey begins in September and concludes in December. Results in early 2011.	CMM/MCO
Support publication of the CAA Oneplace survey covering Redditch	The first survey gave Redditch a red flag for health inequalities and poor educational attainment. This prompted a fair amount of media coverage which we responded to – via the Redditch Partnership - with positive and forward-looking statements. The next survey will critically look at how the Redditch Partnership has responded over the past year.	Assess media coverage and how it reports our core messages at the year end.	December	CMM/MCO