RIBBLE VALLEY

BOROUGH COUNCIL

CORPORATE COMMUNICATIONS STRATEGY

APRIL 2007 TO MARCH 2009

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FOREWORD

Local government needs to be as good as any other sector in communicating with its customers and arguably should be setting the pace.

Communication channels that establish a flow of information between Ribble Valley Borough Council and its partners, residents, members, visitors, officers, the media and local and central government are therefore crucial in our plans to engage with the community and deliver services that are effective and continuously improving.

Strategies, plans, visions, ambitions, policies and performance indicators all have their role to play in a positive working culture by laying the foundations on which quality services are built.

Communication is also an essential part of the modernisation agenda and Ribble Valley Borough Council's Corporate Communications Strategy 2007-2009 will help the authority navigate a programme of change and improvement over the coming years, pointing us in the right direction on the road to excellence.

Councillor Michael Ranson, Leader David Morris, Chief Executive

INTRODUCTION

We will communicate clearly and openly with customers, staff and partners, in order to facilitate mutual understanding, and the delivery of high-quality, efficient and cost-effective services

Where are we now?

Ribble Valley Borough Council's Comprehensive Performance Assessment in 2004 emphasised the importance of communications, the benefits of establishing a corporate approach to communications and the need to communicate with customers more effectively.

A communications audit undertaken by Assheton PR in 2003 also identified the need for a dedicated corporate communications function and strongly recommended the appointment of a full-time corporate communications officer.

The authority's 2004 Staff Satisfaction Survey revealed that nearly 45 per cent of respondents felt communication between service areas was insufficient and 66 per cent claimed to hear things first through rumours.

A dedicated Internal Communications Survey undertaken in 2005 in order to establish a baseline for internal communications monitoring and evaluation found that only 33 per cent of staff used the intranet, while nearly 80 per cent based at remote sites heard things first through rumours.

Some of the ways the authority communicates externally are:

* Through staff – deliver services to the public
* Ribble Valley News – delivered biannually to every house in the borough
* Web site – provides news, statistical and tourism information, contact details, an A-Z of services and other service information
* Consultation – including our Citizens' Panel and General Household Satisfaction Survey
* Performance Plan – published each June, summarising achievements, areas for concern, future plans and performance indicators
* Council Tax leaflet – produced jointly with Lancashire County Council, it gives statutory financial and performance indicator information and is distributed in March with Council Tax bills
* Advice and information leaflets – produced on a range of topics and available from relevant departments or reception areas
* Press releases – distributed daily to print and broadcast media
* Members – interact with constituents

Some of the ways the authority communicates internally are:

* Backchat – monthly staff newsletter
* Intranet – contains limited information
* Noticeboards – throughout main offices and remote sites
* Departmental communications – including team and staff meetings

Where do we want to be?

National research by MORI has consistently found a link between communications and customer satisfaction ratings. The more informed people are about services, the higher they rate them.

The Local Government White Paper, *Building Strong and Prosperous Communities (2006)*, also emphasised the importance of community engagement and two-way communications.

Research undertaken by the Improvement and Development Agency in 2005 has also found that where councils are poor at communications, customers feel less satisfied with their services than might be expected. The survey, of 400 local authorities in England and Wales, revealed five key communications activities linked to high public satisfaction ratings:

* Effective media management
* An A-Z of Services
* Publication of a regular council magazine or newspaper
* Effective and consistent branding
* Effective internal communications

How do we get there?

This strategy sets out six key areas of communications activity at Ribble Valley Borough Council: internal communications, corporate identity, media relations, public relations, communications for councillors and electronic communications. It incorporates the activities listed above, as well as other models of communications excellence, such as campaigns. It will help us:

* Raise awareness of the authority's role as a community leader
* Improve relationships with partners and stakeholders
* Ensure communications are accurate, honest, understandable and timely
* Enhance the authority's reputation
* Improve the authority's use of communications technology
* Listen to the views of residents, staff and councillors
* Encourage confidence in our services and policies

INTERNAL COMMUNICATIONS

To work well, staff need to be kept informed about the day-to-day issues affecting their jobs, the decisions being taken and the ways they can influence those decisions.

Staff who have contact with the public have an important role to play in communicating Ribble Valley Borough Council's messages and therefore require relevant, accurate and understandable information.

Where were we?

The 2004 Staff Satisfaction Survey revealed that nearly 45 per cent of respondents felt communications between service areas was insufficient and 66 per cent claimed to hear things first through rumours.

Although 66 per cent of respondents said they had sufficient information to do their job, this was a significant fall from 88 per cent in the 2001 Staff Satisfaction Survey.

Verbatim comments also included calls for improved communication with line managers, an improved intranet and greater understanding of other departments and their roles.

A dedicated Internal Communications Survey undertaken in 2005 in order to establish a baseline for internal communications monitoring and evaluation at the authority also established that only 33 per cent of staff used the intranet, while nearly 80 per cent based at remote sites heard things first through rumours.

What have we achieved so far?

As well as undertaking a dedicated Internal Communications Survey, the corporate communications officer has re-designed and re-launched the staff newsletter, *Backchat*. The newsletter, which is issued monthly with payslips, has been extremely well received by staff: 98 per cent of respondents to the Internal Communications Survey said they read it, compared to 90 per cent of respondents in the 2004 Staff Satisfaction Survey, and 80 per cent of respondents said they found it useful, compared to 56 per cent in the 2004 Staff Satisfaction Survey.

Where do we want to be?

Ideally, internal communications should be about more than just a staff newsletter. It has the potential to:

* Increase awareness of the authority's aims and objectives, ambitions and priorities, among staff
* Ensure heads of service understand and communicate the authority's aims and objectives, ambitions and priorities
* Ensure employees understand how they can contribute to the authority's aims and objectives, ambitions and priorities, thus creating "buy-in"
* Ensure decisions are communicated effectively
* Establish good communication as a prerequisite of managerial responsibility
* Provide employees with the information they need to establish a clear sense of the authority's direction, enabling them to contribute to the development of best practice, policies and procedures

How do we get there?

Effective internal communications at Ribble Valley Borough Council will be achieved by:

* The continued production of an effective staff newsletter
* Improved team communications
* The improved and enhanced communication of corporate messages
* An improved and enhanced intranet
* The monitoring and evaluation of internal communications via a biennial Internal Communications Survey

CORPORATE IDENTITY

The way an organisation presents itself to the world is the way the world sees it. People will not know, or necessarily care, that dedicated, professional work is going on behind the scenes. What they see is what they expect to get.

Branding is a way for local government to reach the passive majority of citizens whose contact with their council is restricted to the odd missed bin collection or Council Tax query.

A strong corporate identity through branding, advertising and published materials helps to promote an image of quality, which in turn helps to build an excellent reputation. Everyone has heard of “Wychavon,” for example, although they are unlikely to find it on a map.

Where are we now?

Ribble Valley Borough Council’s corporate “brand” is an official crest, which has been designed and produced on an ad hoc basis over the years. There is no standard version of the crest, no corporate style guide and no guidelines on accessibility standards. Furthermore, for a variety of reasons, a number of services, particularly Community Services and the Platform Gallery, have developed separate identities. Letterheads, compliment slips and calling cards lack consistency in terms of design and font. There is no standardised voicemail and voicemails are often not even switched on. In the absence of a corporate style guide, funding partners and grant recipients are often able to capitalise on or take credit for the council’s work or generosity.

A communications audit undertaken by Assheton PR in 2003 also revealed that Ribble Valley Borough Council's communications output demonstrated a "woeful lack of consistency" in design, planning and execution of production and distribution.

What have we achieved so far?

Ribble Valley Borough Council's media information is now distributed via a series of standardised press releases and photocalls, with mastheads featuring the council crest and, where necessary, other relevant logos, such as Corporate Services or the Platform Gallery. They are written in plain English, using the 12-point Arial font favoured by the press.

Where do we want to be?

Building a brand is about more than just logos and fonts. It means reflecting what the organisation stands for in every area of our work: the attitude of staff, layout and look of reception areas, vehicle livery and the way letters are written. The crest should be used on all the authority's publications and take pride of place alongside separate logos for different service areas. All information should be easy to understand and set out in a user-friendly consistent manner. All documents and livery should reflect the corporate style, making them immediately recognisable as belonging to Ribble Valley Borough Council. Effort should also be made to communicate with audiences with different needs, as well as take the credit for effective and popular services, and funding.

How do we get there?

Effective branding at Ribble Valley Borough Council will be achieved by:

* Ensuring council buildings and vehicles maintain a recognisable corporate style
* Ensuring council documents are written in plain language, avoiding jargon, with a standard layout and font, and where appropriate available in other formats
* Increasing awareness among staff that branding is also about being proud of the organisation and reflecting that in our dealings with customers

MEDIA RELATIONS

Developing a positive relationship with the media in order to explain actions and decisions to customers is one of the cornerstones of effective communications. Communicating with voters, businesses and community groups, is an essential part of the democratic process and there is little point in a modernisation agenda if voters and council taxpayers do not know about it.

Most people receive information first from the local press and arguably press officers should be better journalists than journalists. News is about people, not committee decisions, and the work of local government needs to be explained via the people it affects in a language that journalists understand and appreciate, and on deadline!

Where were we?

A communications audit undertaken by Assheton PR in 2003 revealed that 23 key employees and members of Ribble Valley Borough Council felt that communications with the press could be greatly improved. Because of a lack of time and skill to carry out press relations work, the authority was felt to be missing out on a number of excellent opportunities to promote its work.

The media contact list was poor and there was no consistent “look” of press releases, nor was there a photo-library. The authority did not have a dedicated communications function and no profile outside the Clitheroe Advertiser and Time and Lancashire Evening Telegraph.

What have we achieved so far?

Media relations is now the strongest area of communications activity at Ribble Valley Borough Council. The authority's corporate communications officer has devised a system of monitoring and evaluation of media coverage that measures AREVs (advertisement rate equivalent values), as well as the quality and tone of coverage. In the period April 2005 to March 2006, the corporate communications officer compiled and distributed 85 press releases and 53 photocalls that enjoyed a 100 per cent take-up in the local press and resulted in largely positive coverage, with an AREV of £298,452.32. A total of 647 stories covering 49,994 column centimetres were generated, with 34 appearing on front pages. This equates extremely favourably with the period November 2003 to April 2004 (the first six months of a corporate communications function at the authority), which saw 39 press releases issued, resulting in the publication of 227 stories, 14 of the them on front pages, with an AREV of £52,705.15.

In addition, there were 59 hits on local radio and television in the period April 2005 to March 2006 (compared to 19 from April 2004 to March 2005), including a live television link from the Clitheroe Cycling Grand prix to BBC North West News and five documentaries about the borough's affordable housing problem (two on Radio 4, two on BBC Look North West and one on BBC Radio Lancashire).

In line with the Ribble Valley Borough Council's Community Strategy, which aims to ensure all parts of the borough feel an equal sense of belonging, increased coverage in the Longridge News is particularly pleasing.

Where do we want to be?

According to the Improvement and Development Agency's *Local Government Reputation Campaign*, perceptions shaped by the media can affect public satisfaction ratings. Informed reporting can help to explain an organisation's work and the issues it faces at local and national level, as well as increase public approval. High-quality, well-balanced coverage protects reputation and "brand," helps to recruit and retain staff, and gains the attention of national decision-makers. Unsurprisingly, an online survey of local authorities across the UK undertaken by the Improvement and Development Agency in June 2005 discovered that 32 per cent of councils with an excellent CPA rating considered themselves a role model in effective media relations.

How the media reports on a council is influenced by whether there is an ongoing dialogue between the two. On a day-to-day basis, the way journalists are treated in terms of the prompt return of calls and avoidance of "no comment" responses is crucial in helping to generate fair and accurate coverage. Members of Ribble Valley Borough Council also have a growing role to play in media relations, particularly given the high profile and long-running news issues that the authority has recently faced, as well as the growing national emphasis on politician accountability.

How do we get there?

Effective media relations at Ribble Valley Borough Council will be achieved by:

* Media training for key council spokespeople
* Pro-active media briefings on important matters

* Fast response times to media enquiries
* Ongoing relationship-building with key journalists
* Ongoing monitoring and evaluation of media coverage

PUBLIC RELATIONS

The Institute of Public Relations defines public relations as “the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its public.” Public relations is a complex and multi-faceted discipline that touches upon everything mentioned in this strategy, as well as a wide range of other initiatives, such as the publication of a regular civic newspaper and an A-Z of Services, targeted community campaigns and public consultation.

Where were we?

A communications audit undertaken by Assheton PR in 2003 revealed that Ribble Valley Borough Council’s civic newspaper, *Ribble Valley News*, was in need of an overhaul. The newspaper lacked a “journalistic” feel, was not people-friendly and production seemed to be shunted from department to department on an ad hoc basis. Attendance at annual public meetings was low, in fact not one member of the public attended a meeting in 2003 entitled *Strengthening Our Community: The Elderly*. Apart from a set of coasters listing the authority’s ambitions, there was little attempt to communicate the authority’s vision to the general public or staff, nor was there a professionally-produced A-Z of Services.

What have we achieved so far?

The authority’s corporate communications officer has redesigned *Ribble Valley News*, the borough’s civic newspaper, which is distributed biannually to 21,000 homes.

The “new look” newspaper has been very well received and, due to the addition of advertising, now generates around £3,000 annual income.

Public relations at the authority has also generated commercial benefits. Up to £1,000 a year in street cleansing costs was saved at Willows Park Lane in Longridge, after a high-profile public relations and media campaign targeted dog fouling. Eight much-needed affordable rented properties were brought onto the market following a public relations campaign aimed at raising awareness of renovations grants among prospective landlords. Last but not least public relations has played a pivotal role in raising £120,000 in private sponsorship for the Clitheroe Castle Heritage Scheme.

Where do we want to be?

In its guide, *Engaging Residents*, the Improvement and Development Agency says the support of residents for specific issues or initiatives can be gained through targeted campaigns. Community engagement has been identified in the Local Government White Paper, *Building Strong and Prosperous Communities (2006)*, as a significant factor in building trust with residents. Fifty per cent of local authorities surveyed by Karian and Box in the *Comprehensive Review of Local Government Communications 2007* commissioned by the Department for Communities and Local Government also described campaigns as an area of high or very high priority, while the Home Office in its development and practice report, *Community Engagement*, advocates passing more power, control and influence to the community.

Campaigns use a variety of techniques and channels to inform and engage customers and stakeholders in creative and dynamic ways. According to the Improvement and Development Agency, they raise awareness about specific issues, increase public participation, change public behaviour, elicit public support, enhance the democratic process and can support local authorities in funding bids.

Equally, modern progressive organisations are prepared to listen to the opinions of those they engage. While public consultation is dealt with fully in the Ribble Valley Borough Council's Consultation Strategy, public meetings fall within the public relations remit. Public meetings are an efficient way of creating a two-way dialogue with customers and stakeholders, providing residents with concentrated information on particular issues, as well as giving them the opportunity to express their views to elected members in an open forum setting.

Forty-seven per cent of councils with an excellent CPA rating also consider themselves a model authority in relation to newspaper production. A well-produced and efficiently distributed council newspaper is still one of the most cost-effective ways to communicate with residents, but like all publications it will only succeed if it demonstrates an understanding of its audience and holds the attention of readers with useful, compelling and entertaining content. According to the Improvement and Development Agency's *Local Government Reputation Campaign*, another important publication for all local authorities is an A-Z of Services. A guide to services, however rudimentary, is said to raises public satisfaction ratings and increase awareness of the breadth of work undertaken by local authorities.

How do we get there?

Effective public relations at Ribble Valley Borough Council will be achieved by:

* The continued production of a biannual civic newspaper to a high standard and offering good value for money
* The publication of an A-Z of Services
* The instigation of a series of public relations campaigns aimed at underpinning key areas of council activity
* The establishment of an enhanced and improved annual public meeting

COMMUNICATIONS AND COUNCILLORS

As elected representatives, Ribble Valley councillors have a substantial role to play in two-way communications with the community. Those who also represent constituents at parish or county level, or on regional bodies, have wider opportunities for communicating messages and passing back important information.

However, research by MORI in 2002 revealed that many people did not even know who their councillor was, let alone what they did. Research by the Work Psychology Partnership into what makes an effective councillor also revealed that regularly communication between councillors and their constituents was a critical indicator in developing community leadership.

Where are we now?

There has been no dedicated communications or media training for members of Ribble Valley Borough Council in recent memory and, despite specialised training facilitated by the council's Human Resources and ICT Departments, only 15 councillors are corporately e-enabled. While many councillors enjoy positive working relationships with the local media, only a few appear to hold regular surgeries.

The authority's corporate communications officer has established a quarterly message from the Council Leader on the council web site, in the civic newspaper and in the Clitheroe Advertiser and Times. The Leader of the Opposition has also produced a blog on the Clitheroe Castle Heritage Scheme, but only 12 councillors are members of an e-mail press release group.

Where do we want to be?

The Improvement and Development Agency's communications toolkit, *Connecting with Communities*, claims that councillor communications should start with an election campaign and continue throughout the term of office. Councillors should be an important point of contact for the community and a conduit for accurate, up-to-date information, in effect the authority's ambassadors. The work of the council might not always be seen in a good light, but acknowledging mistakes and outlining how they are going to be put the right will foster trust in the democratic process and help dispel the myth that communications in local and central government is about "spin."

Councillors also have an important role to play in making sure the authority's other ambassadors, its staff, feel valued for the work they do. Highly motivated staff work with enthusiasm, which has a beneficial effect on services. Spending time with staff, particularly frontline staff, is a good way of checking what effect policy changes are having on residents.

How do we get there?

Effective communications for councillors at Ribble Valley Borough Council will be achieved by:

* A review of the communications role of members
* An audit of the communications needs pf members
* Media training for key council spokespeople
* The establishment of a members' portal on the intranet
* The online publication of agendas, reports and minutes

ELECTRONIC COMMUNICATIONS

New technology has radically changed the way people interact. There has been a massive increase in the number of people using and communicating via the internet, e-mail and mobile phones. A survey of the Ribble Valley Citizens' Panel in March 2007 revealed that 71 per cent of respondents had a home computer and 68 per cent had access to the internet. Furthermore, a 2006 poll by the international research company, NOP, found that 15 to 24-year-olds were more likely to be politically active via the internet.

Being an effective communicator means getting to grips with technology. However, while the internet and e-mail are quick and effective methods of communication, as well as cost-effective, fast to implement and trackable, they are not necessarily socially inclusive, particularly in predominantly rural areas, such as Ribble Valley, where there is a higher than average elderly population and broadband access is relatively rare.

Where are we now?

In 2005, the Ribble Valley Borough Council web site was re-designed and modernised to provide improved navigation. The re-design seems to have worked well and the number of hits received by the site has increased from 246,000 in 2005 to 255,000 in 2006 (figures prior to the re-design are not available). A survey of the Ribble Valley Citizens' Panel in March 2007 also revealed that 35 per cent of respondents had visited the council web site.

However, as mentioned in the section of this strategy called, *Communications and councillors*, despite dedicated training sessions, only 15 members are corporately e-enabled and only one appears to have a dedicated blog.

Where do we want to be?

The challenge facing Ribble Valley Borough Council is to consolidate and improve its electronic communications function and web site interactivity, and make the most of the opportunities afforded by video streams, web casts, online polls, blogs, podcasts and texting, while taking into account the authority's capacity to deliver an enhanced electronic communications function, as well as the appropriate training for councillors and officers.

How do we get there?

The first steps in effective electronic communications at Ribble Valley Borough Council will be achieved by:

* An audit of electronic communications at Ribble Valley Borough Council
* Where necessary, electronic communications training for members and relevant officers
* Ongoing improvements to the council's web site
* Ongoing improvements to the council's intranet
* Ongoing monitoring and evaluation of the council's web site and intranet

CONCLUSION

The public appetite for information is insatiable – no matter how much is made available, it is never enough – and because the communications resource at Ribble Valley Borough is small, establishing channels of communication that facilitate the efficient and effective spread of information to and feedback from employees, partners, stakeholders and the public, is a huge challenge.

Ultimately, local authorities have a challenging but exciting opportunity to align communications more strategically with service delivery and reap the benefits that come from informed and supportive stakeholders. As communications takes its place at the heart of the modernisation agenda, new ways in which to build ongoing dialogue with stakeholders will need to be constantly defined and devised. Ribble Valley Borough Council's Corporate Communications Strategy will therefore be reviewed, adapted and resourced accordingly every two years.

INTERNAL COMMUNICATIONS ACTION PLAN

ACTION	BY WHO	BY WHEN
BACKCHAT:		
Corporate communications and printing officers to be trained in the use of Quark design, with a view to moving production of Backchat in-house	CC/HR	June 2007
Publish a regular column, Any Other Business, highlighting the authority's ongoing work in areas such as job evaluation, Smokefree England and the Shared Services Contact Centre	CC/SM	Ongoing
Publish a series of ambition profiles, outlining what steps are being taken to achieve them	CC	Ongoing
Publish a series of profiles, featuring corporate documents in clear, simple terms	CC	Ongoing
INTRANET:		
Investigate the possible use of the intranet for the management of administrative processes, such as holiday and sick leave, adjustment and flexi-time bookings, travel and expense claims	CC/ICT	March 2008
Research intranet best practice and investigate funding streams with a view to preparing a business case for the re-design and re-lunch of the intranet	CC/ICT	March 2008
INTERNAL COMMUNICATIONS:		
Leadership and team-building training for service managers and team leaders	CC/HR	Ongoing
Audit council notice boards, so that target audiences and key messages for each can be defined and implemented	CC	December 2007
Produce a series of professional "branded" posters outlining council ambitions and place in all council buildings	CC	June 2009
In-house search for the "voice" of Ribble Valley Borough Council to be used on all recorded messages	CC/CS	June 2008

Quarterly “corporate briefings” for new staff outlining the council’s aims and objectives, ambitions and priorities, and introducing key corporate documents	CS	Ongoing
MONITORING AND EVALUATION:		
Undertake a dedicated Internal Communications Survey	CC/CS	September 2007
Develop Backchat editorial group into an internal communications focus group	CC/HR	September 2007
Monitor hits on the intranet and make suggestions for content improvement	CC/ICT	Ongoing
Promote internal communications survey participation via service manager lobbying, team meetings and poster campaigns	CC/HR	Ongoing

CC: Corporate Communications
HR: Human Resources
SM: Service Managers
ICT: Information Communication Technology
CS: Corporate Services

CORPORATE IDENTITY ACTION PLAN

ACTION	BY WHO	BY WHEN
Produce a standard press release and photocall masthead for use by all departments	CC	June 2007
Establish a corporate communications group and agree functions	CC	September 2007
Establish an e-library of high-quality photographs on a wide range of subjects for official use throughout the authority	CC	December 2007
Undertake a corporate identity audit, as well as an audit of council publications, and report back to the corporate management team	CC	March 2008
Produce a style guide and plain English guide, including accessibility standards, for use across the authority	CC/ICT	June 2008
Incorporate branding conditions into all grants awarded by the authority	CC/ICT	June 2008
Establish a protocol for voicemail use and produce a standard voicemail script for all staff		September 2008
Organise plain English workshops for web site content editors and all staff responsible for producing published material	CC	Ongoing
MONITORING AND EVALUATION:		
Undertake regular audits of council publications, identifying and remedying any issues	CC/CCG	Ongoing

CC: Corporate Communications
CCG: Corporate Communications Group
ICT: Information Communications Technology

MEDIA RELATIONS ACTION PLAN

ACTION	BY WHO	BY WHEN
Prepare a database of key media contacts	CC	June 2007
Produce regular press releases and photocalls tailored to the specific needs of the local, national and trade press	CC	Ongoing
Prepare background briefings and organise press conferences on important issues	CC	Ongoing
Compile a media protocol	CC	June 2007
Develop effective channels of communication and productive working relationships with the media	CC	Ongoing
Establish a pro-active news agenda aimed at raising awareness of the authority's leading projects, such as affordable housing, the Clitheroe Castle Heritage Scheme, three-stream waste collection and dog-fouling	CC	Ongoing
Establish a press gallery and press release archive on Ribble Valley Borough Council's web site	CC/ICT	June 2007
Establish a library of high-quality photographs on a wide range of subjects for official use throughout the authority	CC	December 2007
MONITORING AND EVALUATION:		
Establish a system of media evaluation that measures press coverage for volume and tone	CC	June 2007
Set and monitor performance indicators for media activity	CC/CS	June 2007

CC: Corporate Communications
CS: Corporate Services
ICT: Information Communication Technology

PUBLIC RELATIONS ACTION PLAN

ACTION	BY WHO	BY WHEN
Update councillor pages on the web site and produce new photography	CC/ICT	September 2007
Produce quarterly message from the council leader and publish on the council's web site, in Ribble Valley News and in the Clitheroe Advertiser and Times	CC	Ongoing
Produce costings for and take the lead in coordinating and editing the authority's first annual report	CC	September 2007
CIVIC NEWSPAPER:		
Re-design and re-launch Ribble Valley News	CC	June 2007
Investigate the inclusion of advertising in Ribble Valley News in order to generate revenue	CC	September 2007
A-Z OF SERVICES:		
Produce costings for and take the lead in coordinating and editing an A-Z of Services	CC	March 2008
ANNUAL PUBLIC MEETING:		
Investigate a leaflet drop in the ward hosting the meeting and produce costings	CC	March 2007
Investigate the use of a celebrity MC and produce costings	CC	March 2008
Initiate training or guidance for members taking part in the annual public meeting	CC	March 2008
CAMPAIGNS:		
Smokefree England	CC/EH	July 2007
Clitheroe Castle Heritage Scheme	CC/CD/R	March 2009
Affordable Housing	CC/H	Ongoing
Three-Stream Waste Collection	CC/SS	Ongoing
Dog-fouling	CC/EH	Ongoing

CC: Corporate Communications
CD: Community Development
EH: Environmental Health
ICT: Information Communication Technology
H: Housing
R: Regeneration
SS: Street Scene

COMMUNICATIONS AND COUNCILLORS ACTION PLAN

ACTION	BY WHO	BY WHEN
Publication of committee agendas and minutes on the intranet and web site	ICT	June 2007
Establish members' portal on the intranet	ICT	September 2007
Organise media training for key members	CC	October 2007
Review the communications role of members	CC	June 2008
Audit the communications needs of members	CC/HR	June 2008
Compile a media and/or communications guide for councillors	CC	October 2008

CC: Corporate Communications
HR: Human Resources
ICT: Information Communication Technology

ELECTRONIC COMMUNICATIONS ACTION PLAN

ACTION	BY WHO	BY WHEN
Establish a corporate (and electronic) communications group and agree functions	CC	September 2007
Conduct an online survey to discover the views of council web site users on content and usability	CC/CS/ICT	December 2007
Devise and implement a content management system for keeping the council web site up to date	CC/ICT	December 2007
Devise a system of monitoring and evaluation of the council's web site and intranet	CC/CS/ICT	December 2007
Undertaking training in e-PR	CC	June 2008
Produce a style and plain English guide for web site content managers to ensure the site is maintained to a common corporate standard	CC	June 2008
Undertake an audit of and produce a dedicated strategy for electronic communications at Ribble Valley Borough Council	CC/ICT	June 2008
Where necessary, implement electronic communications training for members and relevant officers	CC	September 2008

CC: Corporate Communications
CS: Corporate Services
ICT: Information Communication Technology

RELATED DOCUMENTS

Ribble Valley Borough Council's Corporate Communications Strategy is not a stand-alone document. It has relevance to the plans and policies detailed below:

Communications Protocol

Contact: Corporate Communications Officer Theresa Robson
E-mail: theresa.robson@ribblevalley.gov.uk

Corporate Plan

Contact: Corporate Policy Officer Michelle Haworth
E-mail: michelle.haworth@ribblevalley.gov.uk

Performance Plan

Contact: Corporate Policy Officer Michelle Haworth
E-mail: michelle.haworth@ribblevalley.gov.uk

Consultation Strategy

Contact: Corporate Policy Officer Michelle Haworth
E-mail : michelle.haworth@ribblevalley.gov.uk

Citizens' Charter

Contact: Corporate Policy Officer Michelle Haworth
E-mail: michelle.haworth@ribblevalley.gov.uk

Disability Equality Scheme

Contact: Director of Development Services Stewart Bailey
E-mail: stewart.bailey@ribblevalley.gov.uk

Customer Care Policy

Contact: Corporate Services Manager Jeff Fenton
E-mail: jeff.fenton@ribblevalley.gov.uk