



# MANCHESTER CITY COUNCIL

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**Communications**  
Business Plan

## The Impact of the Service

# 1. Business Overview

## Vision Statement

*“Manchester City Council communications should underpin the Council vision and strategies in one or multiple ways. Communication should be accountable and demonstrate our values have a positive impact and/or generate costs savings and it will reflect our vision for a world-class city. The Communication Directorate supports all areas of the organisation to communicate their priorities with support from internal and external communications, PR and events.*

The Communications Directorate is responsible for the strategic direction and management of four service teams.

- Internal and External communications
- The Press Office
- The Events team
- M-four – the internal design, media buying, print and translations service that supports internal and external communications as well as services directly.

Communications provides a range of support services to the organisation and partners as well as some external customers. Immediate customers include predominantly Manchester City Council departments and services, members, partners or third party organisations and our end customer is predominantly residents of Manchester, businesses, visitors and City council employees.

The four services have only recently been grouped into a single integrated service which was constructed when the Director of Communications was appointed at the end of January 2009.

A Blueprint Communications Strategy was presented to Resource and Governance Overview and Scrutiny Committee in July. This strategy addresses the shape and direction of the communications across the council and creates the platform for improvements needed in the short term as well as the long term.

The communications changes are not solely driven by a budget process and there is still further work to do, however this paper starts to discuss the immediate changes and the team’s ambition for the next three years as part of the business planning framework.

Although progress has been made and significant work undertaken there is further financial analysis to be undertaken with the City Treasurer and Heads of Service regarding the City Council Communications total budget and future management. The outcome of this work will become the final component of a robust overall plan for implementation from 1<sup>st</sup> April 2010.

Therefore, this business plan focuses on the Communications Directorate communications budget only and discusses opportunities to manage future communication spend differently to drive efficiencies.

## **The Impact of the Service**

Here is the summary outline for each Service:

### The Press Office

- The press office is there to promote and protect the City Council using the appropriate media channels
- Enhance awareness of services, information, activity and events using media endorsement
- Reputation management of Manchester and the City Council
- Immediate service improvement planned this year will involve enhanced monitoring and evaluation of press coverage. This will include a more comprehensive online service which will accurately measure the value of the teams' activity based on advertising equivalent on positive and less positive coverage, rather than just measuring the number of press releases issued and calls managed. This will ultimately deliver an in-depth performance measurement that will assess the team and its performance against positive and negative media balance and value for money criteria. This more detailed monitoring and evaluation will provide the press office internal customer (members and CC employees) with a better service, more immediate information on news related to their service and a value for the PR achieved. It will also reduce the volume of paper (newspapers, trade magazines etc) buy using online systems which will achieve a more sustainable model.
- The Press Office plans to shift with media trends and adapt to a more immediate news environment. By utilising a vacant position within the team to bring in Social Media PR skill sets and the creation of an online media centre the new Head of Media will help position the team to be more in tune with the changing media landscape and enable it to target broader new media and a growing, diverse audience of fast news gatherers.
- Under the new leadership the team will also become more strategic and will formulate planned PR campaigns against the corporate priorities to ensure focus and attention is placed on key messages as well as reactively servicing the media needs.
- Over the next three years, the press office will: focus on embedding its new structure and systems; ensuring it is providing the correct service by engaging with emerging communication channels in new and social media, while also continuing to provide an excellent service to the mainstream media and use its new structure, systems and focus to improve customer service both internally and externally.

### The Events Unit

The Events Unit programme co-ordinates and manages the delivery of the City Council's annual calendar of events; a key communications mechanism that strategically reinforces the positioning and profiling of the city and offers people experiences and enrichment in their local area and within the city environment. This is integral to the promotion of individual and collective self esteem, mutual respect and the creation of neighbourhoods of choice:

- Reinforcing the core values that lie at the heart of Manchester's identity
- Assisting to strengthen communities and improve community cohesion

### **The Impact of the Service**

- Promoting a sense of place
- Driving economic impact, supporting the attraction and retention of business and tourism
- Showcasing the growth sectors of creative, culture and media in the city's economy
- Helping to build and sustain neighbourhood pride in individual areas and collective communities
- Enhancing the positive image of Manchester as a world class city - a place where there is always something going on, a city that is innovative, welcoming, youthful and energetic

The annual calendar encompasses national and international events as well as indigenous arts, community and sports events which animate the city represent good value for money, provide accessible entertainment and engagement for residents and visitors alike. This annual activity further reinforces the perception that Manchester is a place where there is always something happening.

Alongside providing an in-house event delivery mechanism for the City Council – to deliver the City's festive programme amongst other activities - the Events Unit works primarily with external event partners or voluntary community groups to maximise benefits against the economic, cultural, social and communications priorities of the City Council.

The core calendar event funding of approximately £800k to be provided to external organisations through the Events Unit in 2010/11 is projected to provide support for 30 festivals or large scale single events over 170 days and leverage an events programme with a delivery value in excess of £3.2m with an estimated attendance in excess of 1m.

The Events Unit also takes the lead co-ordination, partnership management or project funding management role in the city centre festive lighting scheme, the 2012 Live Sites Screen, the Wheel of Manchester, the Spinningfields Ice Rink, the licensing of city centre public spaces and specific project delivery in support of the Manchester International Festival (such as the relay of the Halle/Elbow concert in Castlefield). It is also developing business cases for additional major projects to augment the programme including a Castlefield Events Strategy, World Cup Screenings and a strategy for the commercial use of public spaces as well as capitalising on ad-hoc event opportunities that arise across the calendar year.

In addition, the Events Unit is increasingly utilising its skills and knowledge base to take the lead on, or to augment, the development and delivery of events in support of other Council Departments or their partner organisations. The Great Manchester Run, Great City Games, Skyride and Street Sprint are delivered in conjunction with Manchester Leisure and its partners. The Events Unit is also working with Manchester Leisure on the development of a major events strategy for Heaton Park that will generate an additional income stream to Leisure and is providing support to longer term City initiatives such as the England FIFA World Cup 2018 bid.

In order to continue to enable the City Council to support the diverse, quality calendar of activity that residents, visitors and the business sector has become accustomed to and values, the Events Unit will capitalise on sponsorship opportunities where they can be identified and in 2010 will implement a mechanism to generate commercial income from events activity in the public realm.

### **The Impact of the Service**

In conjunction with Corporate Procurement, the Events Unit has instigated a tender process for a new Festive Lighting Scheme for winter 2010 which will allow the City to deliver against its vision to update and improve the festive offer of the city centre utilising the public realm to bring out the best in quality, style and design befitting a major European city destination, whilst prioritising the provision of high impact, low energy lighting in keeping with Manchester's stated intention of becoming the country's greenest city.

Initial priorities in the short term are to support the Blueprint Communications Strategy to assist in coordinating events activity across the Council by presenting a more cohesive proposition for the customer. The marketing arm of the Events Unit will be embedded in the new and enhanced central communications team to support this holistic vision.

The initial service improvement will support the construction of a single events database incorporating the calendar events programme alongside Leisure, Libraries and Galleries activities that will provide synergy in the service provision to residents and visitors. In addition, a step change will be implemented in the provision of comprehensive and cross cutting 'What's On' guides to clearly signpost all activities happening at both a ward and citywide level.

### **Internal and External Communications**

- The central team will be responsible for providing a more expert, holistic and supportive centre that acts as a conduit between services and output to help shape and formulate communication requirement and ensure it is inline with corporate strategy and remove duplication and inefficiencies to ensure every £1 spent on communications is delivering.
- This team will plan and manage the communications requirements and the organisations key messages in order to prioritise and utilise the corporate tools effectively, efficiently and will improve the process to measure the outcomes and address value for money objectives for communications across the whole Council.
- The central team will also support the changing communication environment and aims to bolster the expertise to support web based communications.
- The organisations skills mix needs to be reviewed and harnessed in the centre to strengthen the marketing and communication disciplines and improve the structure of the communications population across the organisation. Steps have been taken with the provision of interim commissioners to focus the communications within each service and this progress will continue. The strategy will be underpinned by the need to nurture communication expertise and knowledge. Communications skills will be enhanced at the centre and streamlined in department to raise the standards and quality of the communications process. This will be implemented from planning and delivery through to post evaluation thus leading to a more consistent and continually service improvement ethos.
- In general Manchester City Council communications, with the help of the Blueprint Strategy will become a more strategic support service that will drive organisations business plans and objectives and help deliver awareness and behavioural change to meet the Community Strategy's vision.
- The rest of this financial year will see improved visibility of communication activity, strong planning and budgeting, agreed priority messages, campaign projects, a more united and customer focused approach, a rejuvenation of corporate tools - like Manchester People and Ward newsletters and a refresh of the corporate identity and

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communication templates. The Internet and Intranet are also key areas identified for improvement inline with the Transformation agenda and IT improvement strategies.

- Communications plans will be produced to help clarity and awareness of communication priorities and will be regularly updated as a management tool.
- Going forward the Communications team will work with all Directorates to ensure at the start of the financial year communications plans are aligned to their priorities and planned in to support key objectives and activity with clear measurements and evaluation criteria. Budget allocated to communications will be challenged and maximised to ensure the greatest return for the organisation.
- Only by working in this way is it possible to achieve the council objectives and at the same time deliver efficiency savings. Experience of other public sector and in particular private sector environments by delivering consolidation suggests efficiency targets of up to 10% of the total Council communication budget (excluding people costs) is not unreasonable. More detailed plans on how to address the efficiencies will be brought forward when the total Council budgets are finalised and once further financial work has been completed to robustly support this assumption. Areas where savings are expected include- removing duplication, eliminating anything that is not delivering a clear value, reviewing process and practices to find the most cost effective solution and by working with residents to ensure we coordinate our activity from their perspective rather than individual departments aligning to the cross cutting themes of business planning.
- The new structure clearly focuses communications activity on external and internal audiences allowing enough resource to service both effectively and drive clear improvement agendas over the next three years. Every external customer touch point from the internet to communications on the doorstep, in the newspaper or on the radio to word of mouth will be examined. The Internal tools that inform our staff will also be sharpened in time to support the DoT transformation strategy and value work to ensure clarity for all staff of our corporate objectives direction and messages.

#### m-four

- m-four is the service that delivers and procures the communication activity required by the City Council and consists of design, print, media buying and translations.
- As a result of the Communications Blueprint, m-four will also begin to adapt to the changing communication requirements of the organisation. This will help support the growth of the Corporate Communications team and ensure it is best placed to deliver the new requirements of the organisation and the changing communication landscape into a more digital world.
- m-four needs to integrate its service functions to adopt a campaign requirement and facilitate the organisation's communication by providing a one stop shop with a focus on higher standards and a more performance orientated approach.
- m-four will merge into the Communications Directorate and over the next three years structurally change and adapt to the changing communications landscape including gradually producing less mass print to more online / digital activity.
- m-four will be driving service improvements fundamental to all communications from brand guidelines, tone of voice and management of our brand image including digital media assets such as photographs, video, audio etc.

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- There is also an underlining commitment to improve the carbon impact of this team by being leaner and greener with print with a more sustainable attitude to paper and ink. The Council needs to manage what is printed locally to maximise efficiency and the green agenda. m-four in conjunction with ITC can divert high volume print requirements to a central print function to provide a more cost effective solution while contributing to a reduction in carbon impact.
- Plans are in place to merge ITC print into m-four which will bring about efficiencies and a more integrated digital print service which will assist in targeting personalised communications more effectively aligned to the DoT CRM strategies. More personalised print on demand for customers as and when they require the information supported by the new Customer Relationship Management (CRM) tool and Customer Service Centre approach driven by DoT.
- m-four will continue to promote its services to external partners and the wider AGMA group to generate income which contributes to its required budget surplus.

### Principal Partners

- Marketing Manchester is a key principal partner to ensure the messages we communicate to residents and business in the city via the Communications Directorate support and enhance the work Marketing Manchester delivers to drive tourism and the competitive world class city vision that is rooted to economic growth.
- Marketing Manchester has two dimensions, Visit Manchester which is the tourist arm and the coordination unit which acts as the hub for the marketing of Manchester. As a result there are joint projects and activities that require a true partnership approach.
- 'Team Manchester' thinking is also critical for the communications directorate to ensure messages to residents regarding health, safety, cohesiveness etc are managed with one voice through the partnership with other public bodies e.g. GMP, Manchester PCT, GMPTE, the Fire Service and the third sector to name a few.
- Manchester City Council communications also work supportively with City Co, the Chamber of Commerce, and Pro Manchester etc to ensure the business community is well serviced with an integrated communications strategy.
- The communications remit is wide and often requires coordination with AGMA and other cities across the UK and internationally on various projects.

## The Impact of the Service

### 2. Strategic Impact

#### Key Messages

The Communications Directorate should always support policy and the community strategy. Communications should listen to and respond to residents and businesses to create a two-way, open dialogue. It is often reactive but should be equally committed to planning ahead and being inclusive and accessible. Communications has the opportunity to support, shape and add value to the strategic corporate goals and the plan aims to be more involved at the formulation of business planning and integral in shaping the strategies going forward. Communications is on a repositioning journey with the organisation to demonstrate its value as a service to achieve collectively our goals.

**NB: The scores awarded reflect the early stage of development of the newly established Communications Directorate.**

#### Evaluation Criteria

**Score: 2**

##### Measure:

**Score: 2**

The service at present uses varying measurement tools and processes to ensure the strategic aims of the Council are contributed to; this is as a direct result of the recent integration of previously separate services. A key pillar of the new communications strategy, which will be rolled out over the life of the business plan, is to commit to research, measurement and return on investment, which will be applied consistently to all areas of the service to ensure strategic input is well informed and ultimately proves the investment is delivering towards the strategic goals of the organisation.

##### Compare:

**Score: 2**

The recent blueprint benchmarked communications processes and pricing strategies against other public sector and private sector industries when researching the 'as is' and 'to be' of the communications strategy. This helped shaped the communications strategy to position itself better for the future and drive an improvement focus.

##### Improve:

**Score: 2**

The service aims to improve in its contribution to the Councils strategic aims. The Communication Blueprint highlights key issues and areas of concern as well as identifies an improvement strategy – it even has as one of its pillars a continuous improvement goal, so this will start to build a natural ethos for improvement thinking and application.

In general terms the service supports the realisation of the community strategy and the delivery of all the spines and the LAA and CAA priorities. Obviously, as a service to the organisation communication should be related to each directorates strategy and support awareness, take up, behaviour changes and perception challenges. Some examples are:

### **The Impact of the Service**

- Supporting worklessness, skill enhancement, helping people keep a roof over their heads in relation to the impact of the recession with the Helping Hands campaign
- 0-5's and skills. Support the Every Child Matters communication requirements both internal and externally. Improving educational outcomes by supporting children's services in promoting new academies, enrolment and school attendance activity
- Neighbourhoods of choice with facilitation of communications such as ward newsletters and be proud activity and working on reducing crime and disorder with media support and specific communications hinge on preventative activity
- Facilitating consultation activity to empower residents informing and contributing their views and ideas and supporting initiatives to help residents and businesses access funding to support actions that help contribute to the city we want e.g. CO2mmunity challenge or in bloom initiatives.
- Working with departments to help promote healthy eating and driving events that encourage active lifestyles such as the Sky Ride and Usain Bolt's sprint along Deansgate
- Promoting economic developments and growth of the city by supporting tourism by hosting events that attract visitors to the city.

Moving forward, the Blueprint Communications strategy highlights its ambition to drive a sharper focus for all communication to be more inline with corporate strategies and visions in order to tackle problems and achieve the biggest impacts on people's lives.

Often the benefits not only meet the criteria but also support a cost saving for example encouraging foster care helps fulfil multiple spines but also reduces the cost of social care. More recycling meets our greener city pledge as well as reducing the cost of waste management.

This principal is also at the heart of LAA communication activity by working smarter as a partnership we can reduce duplication, mixed messages and target communication more effectively and drive the return on the investment to deliver better value for money.

## The Impact of the Service

### 3. Cost & efficiency

#### Key Messages

- The City Council spends considerable sums of money informing the public of its services and on general communications related activity. Further analysis is being undertaken to confirm in more depth the source and nature of all communications activity, however initial findings show that this can be more efficient by up to 10% and can contribute to the Council's overall efficiency targets.
- Return on investment for communication spend at present could also be clearer with process improvements to help track and evaluate communications issued from the City Council.
- Process mapping on the whole, highlighted planning and budgeting issues; inter departmental communication gaps and inconsistent sign off and quality control. Not all processes in the mapping exercise were shown to be weak, but almost half showed room for improvement.
- The volume of work the City Council communicates is high (3,966 jobs) with low average spend leading to a disparate approach – too many messages with no clear focus. The communications are also based on service objectives not corporate priorities.
- Budgets can be better managed and planned and have more efficient processes and resource development.

**NB: The scores awarded reflect the early stage of development for the newly established Communications Directorate.**

#### Evaluation Criteria

**Score: 2**

#### Measure:

Following the construction of the newly integrated service, consistent processes for measuring effectively costs against performance productivity are currently being developed. There is evidence of good practice in budget and financial management across the previously separate service areas, which will provide a sound basis for the development of shared managerial standards for budget and performance management across the respective management teams over the coming year.

**Score: 2**

## The Impact of the Service

### Compare:

The service compares actual against predicted costs as part of its monthly and quarterly financial updates where shortfalls can be identified and used in future planning.

### Score:

2

### Improve:

The service has already demonstrated some improved economies and efficiency since establishment earlier in 2009. The Blueprint, once realised will drive a continuous improvement appetite and the options for significant improvement are apparent.

### Score:

2

In line with all services, communications needs to review spend and look for savings – more for less. Improved processes will drive efficiencies and the departmental commissioning and management of budgets needs to be reviewed against business priorities. Further work is proposed to take place on this, in conjunction with the City Treasurer however it is predicted that a 10% efficiency saving on total Communications spend across the Council is achievable within the next 3 years.

At present the communication services are funded through a combination of central recharges to departments and a number of cross department recharges via a service delivery charge for activity and revenue funding. The budget position of expenditure on communications as a whole is under review at present as all budgets are being scrutinised inline with the blueprint recommendations.

The communication budget should be planned annually and managed within the new framework, at the same time leaving some capacity for unforeseeable issues arising mid-year. A clear process will be followed that addresses activity throughout the year.

m-four will be able to track historic spend with current activity to identify where real savings are being achieved.

The press office will also use its new structure to start to provide proper evaluation for media coverage achieved for campaigns and initiatives by, for example calculating AVE (advertising value equivalent) on relevant articles.

## The Impact of the Service

### 4. Performance

#### Key Messages

Performance and outcomes are often measured by quantity rather than quality or the results of the output. This needs to radically change to ensure every pound spent on communications is justified and a measured value can be attached to the return on that investment. Addressing the issue of performance being central to the planning will be a key and at the start of each communication activity a target will be set based on the value expected. This measure will also have to demonstrate who it aligns to national LAA priorities closely aligned to the spines. Post delivery this expectation will be compared to the real outcome and conclusions drawn and lessons learnt.

**NB: The scores awarded reflect the early stage of development for the newly established Communications Directorate.**

| Evaluation Criteria   | Score: 2                        |
|---|---------------------------------|
| <p><b>Measure:</b><br/>As already highlighted measurement following the construction of the newly integrated service, consistent processes for measuring performance are currently being developed. There is evidence of good practice across the previously separate service areas, which will provide a sound basis for the development of shared managerial standards across the respective management teams over the coming year.</p> | <p><b>Score:</b><br/><br/>2</p> |
| <p><b>Compare:</b><br/>The service has just started to undertake comparison activity on its processes and cost structures to benchmark however it is early days and business plan recognises the need to deliver this.</p>  | <p><b>Score:</b><br/><br/>2</p> |
| <p><b>Improve:</b><br/>Performance improvement of the service will be underpinned by the Communications Blueprint.</p>  | <p><b>Score:</b><br/><br/>2</p> |

## The Impact of the Service

### 5. Outcomes & Customer Satisfaction

#### Key Messages

The recent Customer Service Excellence (CSE) work identified that Communications showed a strong understanding of customers and customer groups and even had customer profiles. Recent customer focus groups have highlighted some positive feedback on communications outputs and areas for improvement. Internal communications and M-four regularly ask for feedback on customer satisfaction and events measure satisfaction in multiple ways. m-four has held the Charter Mark Award for the past three years and is currently rated in the top 10% of CM holders.

In order to improve this further the Press Office and Internal/ External communications could learn from Events and M-four to support a consistent standard of customer service throughout the directorate with more robust documentation and evidence based measurement and evaluation processes identified. We could always listen more to our customers and the plan needs to focus on customer insights that shape the customer experience and more work to support hard to reach and disadvantaged groups.

#### Evaluation Criteria

**Score: 3**

##### Measure:

The service has measured customer satisfaction in a variety of ways to help formulate the 'to be' and 'as is' of the strategy.

**Score:**

**3**

##### Compare:

The recent focus group activity compared current communications to other public and private sector outputs.

**Score:**

**3**

##### Improve:

The service has demonstrated improved customer satisfaction but more can be done.

**Score:**

**3**

Communications has a critical role to play with customers directly or indirectly via television, newspapers, websites, door drops, posters, bus sides, word of mouth etc. and uses a variety of communications tools.

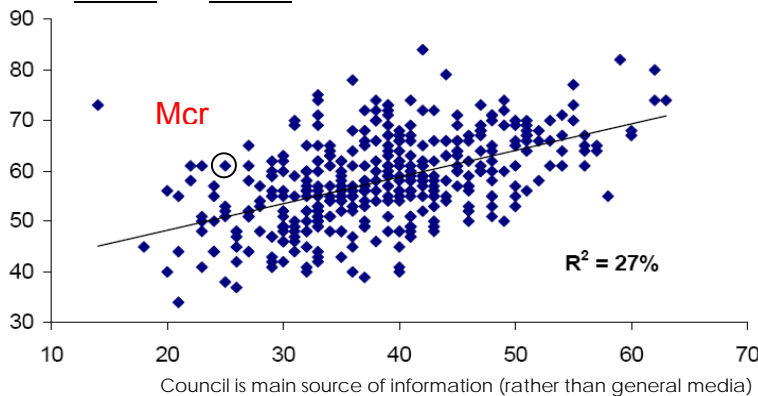
Communication can help shape the perception of the council by how well residents feel informed. Historical **National BVPI\*** survey results have proved that council communications can have a significant effect on resident perceptions of a council.

As a result, it is critical that every opportunity to communicate is maximised and that each communication is valuable and meaningful to help inform residents. On average only 38% of the GENERAL public feel well informed about public services.

### The Impact of the Service

The following two graphs show all councils in England plotted against criteria linked to communication provision - Manchester is circled. As you can see there is a generic correlation between the Council being the main provider of information and the perception of how efficient and well-run a council is. Although this suggests Manchester is perceived as being reasonably efficient and well run (better than the average) by providing more information as a Council to our residents we can improve this perception score.

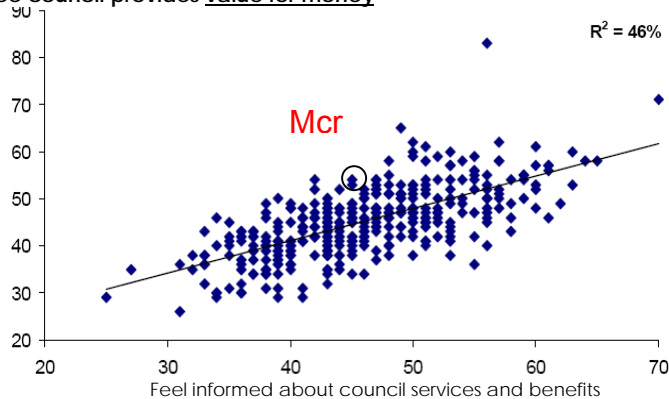
Council is efficient and well-run



Source: 387 local authorities General BVPI survey Oct 06-Mar 07

The second graph again show a correlation with feeling informed about council services and benefits and the metric of value for money. Again Manchester is fairly middle of the road and has room for significant improvement.

Agree council provides value for money



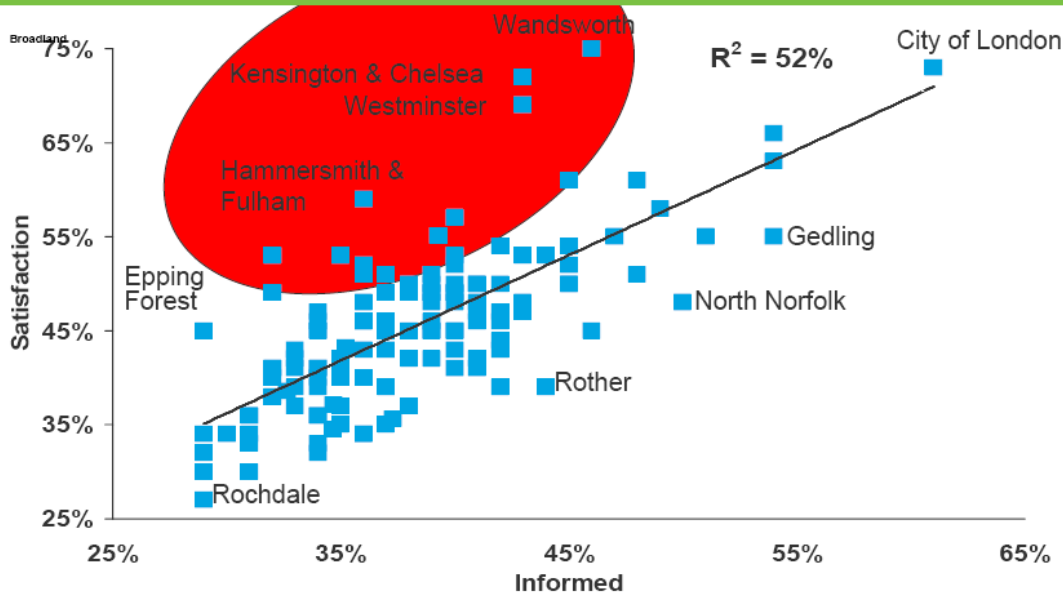
Source: 387 local authorities General BVPI survey Oct 06-Mar 07

\*Best Value Performance Indicators

### The Impact of the Service

The next slide shows that Councils that communicate well, according to MORI are rated high in terms of Customer satisfaction levels.

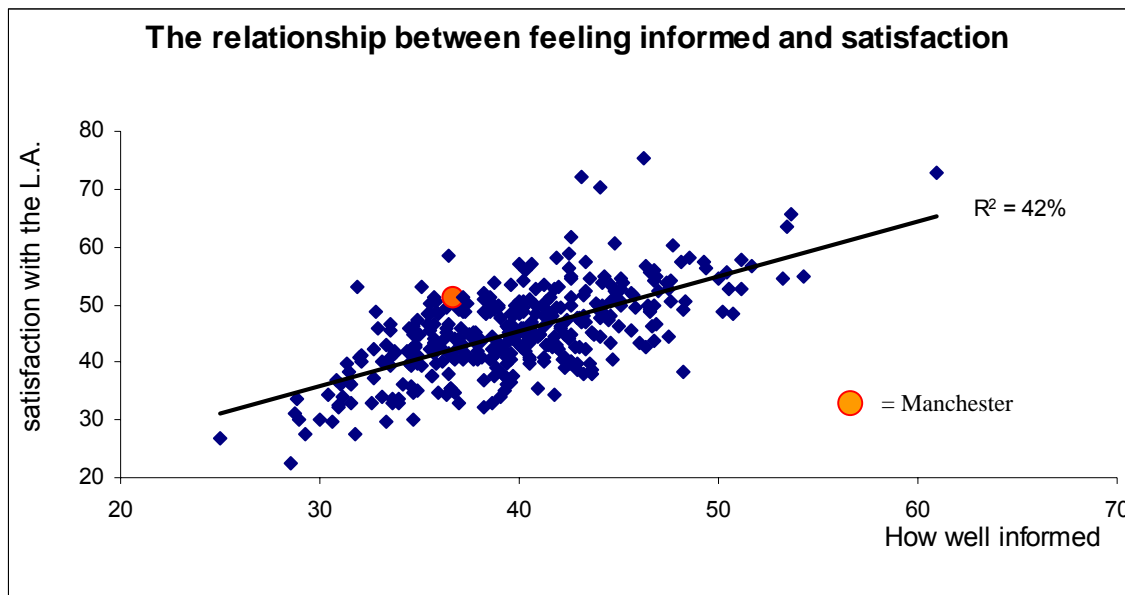
**No councils that communicate well are poorly rated overall**



Base: All valid responses, 131 local authorities, Place Survey 2008  
 Ipsos MORI

Source: Ipsos MORI

Manchester can grow its satisfaction and perception of feeling well informed.



Source Place Survey 2008, all 353 local authorities

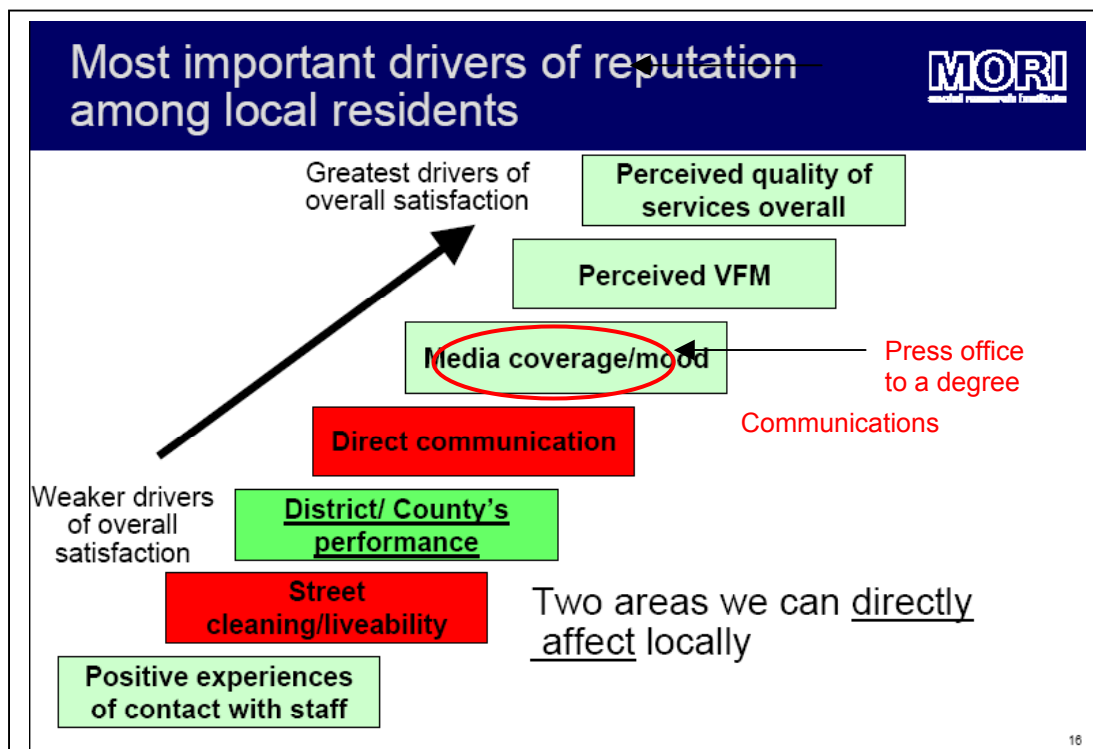
### The Impact of the Service

Further analysis at national level, conducted by MORI, highlights a view of Local Governments. The following words were top of mind when describing local government.



The words circled in red can be influenced by the Communications Directorate and CC communications need to challenge this perception alongside DoT and our Customer Service Strategy and policy.

This last slide from the MORI research further highlights in red where the Council Communications can influence reputation among residents.



## **The Impact of the Service**

The Communications service can often be the first and only point of contact with the council, it is crucial that customer experience is positive and there is a clear commitment within the communication directorate to ensure that the principles of the corporate Customer Services Strategy are applied.

Communications also has to work within legal guidelines and support out equality and inclusion policies. Accessibility and legibility or work on translations, Braille or large print for example.

Again, there are examples of good practice in measuring customer satisfaction from across the service, though it is recognised that these examples should sit within a more coherent approach to provide a fuller picture to inform future decision-making.

Communications should be working with all directorates to ensure the following are consistently communicated and the customer recognises our priorities over the next three years of:-

- Neighbourhoods
- Worklessness
- 0-5 years
- Skills
- Housing
- Economic Growth

## The Impact of the Service

### 6. Capacity to Deliver

|                                |  |                                      |
|--------------------------------|--|--------------------------------------|
| <p><b>Corporate Values</b></p> | <p><b>Key Messages</b></p> <ul style="list-style-type: none"> <li>• Communications aim to communicate <b>pride</b> in physical collateral from imagery to tone of voice to supporting activities and events that generate a sense of pride to be a part of Manchester from Bupa Great Runs to community festivals to supporting the communication of initiatives like Proud Of.</li> <li>• <b>Community and People focused</b> – ensuring we present the right image for our community and embrace and support neighbourhoods and diversity issues with accessibility and ensuring communication is relevant and easy to understand and engage with. From working with the community to mitigate tensions and ensuring we are respectful with customers at the heart of our planning and actions and that we listen to understand how we can do it next time better.</li> <li>• <b>Responsive and accountable</b> – ensure the whole Councils communications are clear and open.</li> <li>• <b>Employees</b> – working alongside HR, OD and DoT etc to support values work and transformational change.</li> </ul> | <p><b>Score:</b></p> <p><b>3</b></p> |
|--------------------------------|--|--------------------------------------|

The managers complete the 1-2-1's performance measures annually and often use 360 degree feedback to shape this process.

Since the new director has been in place and along with the new strategy development there have been several away days for M-four , an away day for the Press Office, an 'as is' and 'to be' workshop with staff from across the communications teams as well as non communications staff and external input.

|   |   |                                      |
|---|---|--------------------------------------|
| <p><b>Leading and Managing People</b></p> | <p><b>Key Messages</b></p> <ul style="list-style-type: none"> <li>• Good use of Appraisals and performance management, 1:1 and team meetings &amp; staff training and development</li> <li>• Staff from across all the areas of the communications services have been engaged and involved in the Blueprint strategy and given regularly briefings on its progress and development.</li> <li>• Workforce development is critical at the moment and there is significant focus on planning the appropriate structures and skill sets to deliver the new strategy.</li> </ul> | <p><b>Score:</b></p> <p><b>3</b></p> |
|---|---|--------------------------------------|

#### Analysis

Whilst we are confident that the Manchester Standards are embedded across all areas,

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there are areas for improvement, including ensuring consistency across the service and aligning all communication representatives to the new strategy. However, there is good evidence of regular team meetings and cascading of relevant information from managers to staff.

The Service is fully committed to the principles of effective leadership and people management and there is evidence of good practice across the service. Leadership will be critical to the delivery of the new strategy and always should be looked at with a development eye. New teams and new leaders will need support and nurturing as well as succession planning.

Measures in place to monitor time recording, sickness absence and evidence of regular one to one meetings between managers and staff and appraisals are completed in accordance with corporate guidelines. These are regularly reviewed and monitored to spot early warning signs.

The team is committed to do better and has clear direction and steps are underway to synchronise good practice and integrate teams to delivery more effectively. A culture of high achievement and standards, high support and challenge and a need for celebrating and recognition our achievements more has been identified.

|                             |  |               |
|-----------------------------|--|---------------|
| <b>Managing Performance</b> | <b>Key Messages</b>  | <b>Score:</b> |
|                             | <ul style="list-style-type: none"><li>▪ Work is underway to bring together measures and processes from previously separate service areas, in line with the changes outlined in the Communications Blueprint. Better data collection and methodology as well as improved use of IT.</li></ul> <p>Customer service measurement is good but can be more consistent and always looking at ways of improving.</p> | <b>2.5</b>    |

### Analysis

The service now has clear direction with the new strategy yet there is still significant work to be done to deliver and fully embed the strategy into a way of working.

Key performance indicators and improved performance measures need to be adopted quickly to gain a base line that can be enhanced and bettered.

The need for frameworks to measure performance against a project by project basis and strengthening the allocation of financial resources to delivery of outcomes will be the first step on this improvement programme.

Management meetings are held regularly, one to ones is well established and there is evidence of regular communication and meetings with the partnership.

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|  |   |               |
|--|---|---------------|
| <b>Managing Finances and Resources</b> | <b>Key Messages</b>   | <b>Score:</b> |
|  | <ul style="list-style-type: none"><li>▪ There is good evidence across the services of regular budget monitoring and financial trend analysis. These processes will now be developed further in line with the Communications Blueprint and the integration of previously separate service areas.</li></ul> | <b>2</b>      |

### Analysis

Following the construction of the newly integrated service, financial processes are currently being developed. There is evidence of good practice in budget and financial management across the previously separate service areas, which will provide a sound basis for the development of shared managerial standards for budget and performance management across the respective management teams over the coming year.

More can be done on improving revenue and income targets to react to fluctuations and exploit opportunities that have historically been untapped e.g. Events sponsorship and marketing activity across the estate for our own communications reducing costs.

|                      |  |               |
|----------------------|--|---------------|
| <b>Managing Risk</b> | <b>Key Messages</b>  | <b>Score:</b> |
|                      | <ul style="list-style-type: none"><li>▪ Risk Management is undertaken across the service but better documentation is needed to evidence this</li></ul> | <b>3</b>      |

### Analysis

Risk management is done on a daily basis by the teams and the press office; events react well and perform strongly. Although it is an integral part of Events, planning for risk is more variable across the communications teams. Communications can make progress and use risk planning to as a more structured and strategic tool.

|  |   |               |
|--|---|---------------|
| <b>Understanding Customers, Communities and Neighbourhoods</b> | <b>Key Messages</b>   | <b>Score:</b> |
|  | <ul style="list-style-type: none"><li>▪ The service is aware and responsive to the needs of customers, communities and neighbourhoods and services and the strategy is designing a clear focus on neighbourhood communications.</li></ul> | <b>3</b>      |

### Analysis

The service has multiple customers and in most cases is clear of their customers needs. Qualitative information regularly indicates levels of customer satisfaction measured by Chartermark or customer surveys but this always needs to be adapted and improved. The new CSE strategy gives us focus and a clear goal to aim for improvement.

## The Impact of the Service

### Self-Assessment Conclusion

The aim of the Blueprint activity was to review communications across the whole of Manchester City Council. This highlighted significant areas of improvement and the journey to deliver these step changes is now underway. The use of CSE has also sharpened our focus to provide more documented evidence and consistent processes to measure customer service.

#### Key findings:

The City Council spends considerable sums of money on general communications related activity and informing the public of its services.

Further analysis is being undertaken to confirm in more depth the source and nature of all communications activity, however initial findings show that this can be more efficient and can contribute to the Council's overall efficiency targets by 10% in the long-term.

#### The following principals will underpin a strategic move to integrate communications going forward.

- A strategic customer-centric, holistic approach to communications to focus messages should be developed - greater success will come from doing fewer things better to really support services e.g. any issues such as reduce teenage drinking has a positive impact on education, children's health and crime and disorder. If a focus is on 'common areas of interest', pooled resources with a commitment to change behaviour or attitudes can actually influence costs.
- All communications will relate to the Council's corporate vision and support the values, spines and annual corporate priorities. Supported by an agreed process framework (similar to the gateway process) that provides relevant stakeholders with an opportunity for input and scrutiny. The framework will ensure corporate priorities are aligned with communication needs and will have the flexibility to handle both planned and reactive activity.
- The communication budget should be planned annually and managed within the new framework, at the same time leaving some capacity for unforeseeable issues arising mid-year. A clear process will be followed that addresses activity throughout the year.
- All communications will be planned, researched and implemented to provide fiscal benefits, greater reach and relevance to target audiences. Agreed KPI's will be measured and behavioural change and awareness monitored and developed for best practice. Increased awareness of communication activity will be provided inline with key messages and regularly updated.
- The mix of skills will need to be addressed with a bolstered central communications support and 'communication commissioners' in services to enable

## **The Impact of the Service**

- coordination of service priorities and communications activities, led by the Director of Communications, to ensure best practice for communications activity and to ensure activity is planned and executed in accordance with priorities delivered by the Council.
- By formulating a commissioning model communications has more focus within services and enforces consistent approaches to prioritising messages. There is more awareness of their role communications can perform and ownership to deliver the best possible outcomes with support from the central communications team to support efficiency and effectiveness. An officers project Board and regular meetings will ensure good internal communication practice.
  - Clear brand guidelines will be developed and implemented to ensure the Council brand is appropriately recognised.
  - Specific recommendations for m-four include support for digital growth e.g. filming as well as photography services, a one contact strategy and a more integrated service across design, translations, media etc. based on a campaign model, process improvement, skills support, pricing review and transparency and a look at service improvement such as digital asset management systems and web2print facilities.
  - Financial impacts. In line with all services, communications need to review spend and look for savings – more for less. Improved processes will drive efficiencies and the departmental commissioning and management of budgets needs to be reviewed against business priorities. Further work is proposed in conjunction with the City Treasurer but an efficiency saving of 10% is proposed for the City Council Communications spend however this does not mean communications can't be more effective than it has been to date.

### **Conclusion**

The proposals described above are designed to provide a strong framework for developing an integrated communications strategy and service delivery focus, which will not only deliver high quality outcomes capable of being monitored but also improvement via efficiency activity resulting in savings. The focus over the 2010-13 business plan period will be to fully establish Communications as a single integrated service within the council.

### The Impact of the Service

## 2. Business Delivery Plan – How do we get there?\*

This section explains how the service plans to achieve its objectives.

### 1. Overall Objectives

1. Holistic campaigns not individual communications tactics
2. Every communication and event actively supports the values, vision, spines & strategies of the CC.
3. Yearly planning and budgeting
4. Commitment to research, measurement and return on investment
5. Coordination of communications across the council and within the Directorate
6. Continually evolving efficient communications development process – more for less
7. Commitment to nurturing communications expertise, knowledge and appreciation across the Council

### 2. Business Objectives and Performance Measures

| Ref | Objective  | Performance Measure   | Baseline (2009/10)   | Target Performance   |  |                                 | Risk Rating | Contribution to the Corporate Plan Priorities   |
|-----|--|---|--|--|--|---------------------------------|-------------|---|
|     |  |   |  | 2010/11  | 2011/12  | 2012/13                         |             |   |
| O1  | <ul style="list-style-type: none"> <li>• Effective communications are pivotal in the success of the Council, it is imperative that communications have the right resources to meet the Council's corporate aims. Once the strategy was clear, the next step required a review of the people and budgets.</li> <li>• PEOPLE                             <ul style="list-style-type: none"> <li>- Improved skills</li> </ul> </li> </ul> | Structure changes in the central communications team, re-structures in m-four and a general alignment of the team to focus as one directorate supporting the strategy and corporate objectives and bringing communication inline with the changing media/communications climate e.g. <ul style="list-style-type: none"> <li>• More specialist within the central function to focus on planning and measurement and online</li> <li>• Restructure within m-four to address reduction in print advertising, more campaign work and digital designers.</li> <li>• PR- less manual administration and use of IT to better evaluate performance and new social media PR skills</li> <li>• Events team is supported by wider</li> </ul> | Complete structure changes and finish recruitment by year end.<br><br>Implement measurement tools including IT improvements to measure and monitor coming year's activity. | Focus and lead teams into new ways of working to achieve strategy.<br><br>Review baseline figures on performance during the year.<br><br>First Street move facilitate one team working and transformation. | Drive improvements on baseline figures e.g. Value of press office through measurement of Advertising equivalent and communications activity evaluated after one year to show results of each activity and every £1 spent.<br><br>Target 5% growth on 10/11 | A further 5-10% growth on 11/12 | Medium      | By getting the right people and refocusing the team(s), communications can better support all services corporate plans and priorities and drive growth. The team will have the opportunity to reach its full potential by improving the mix of skills and an opportunity to be respected and grow their self esteem.<br><br>By coordinating the structures to drive a |

**The Impact of the Service**

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|    | <ul style="list-style-type: none"> <li>- Appropriate skills mix</li> <li>- One team</li> <li>- Commissioners</li> <li>- AIMS</li> <li>- Development</li> </ul>   | <p>communications community to help with peaks</p> <p>Communications people across the CC.</p> <ul style="list-style-type: none"> <li>▪ Work with each directorate to support the communications Blueprint and achieve a commissioning support structure for the central communications team</li> <li>▪ Work with DoT to review the number of people delivering communications across the council and streamline in light of the strengthened central team and commissioning model.</li> </ul> <p>All communications people</p> <ul style="list-style-type: none"> <li>▪ Post changes ensure skill development and nurture expertise to grow and continually improve. And change the culture</li> </ul>   | <p>Finalise commissioning model working with services.</p> <p>Outline programme for DoT and scope out potential efficiency savings.</p> <p>Explain expectations on new structures. Individual role accountability and responsibility clarified.</p> | <p>Embed Commissioners and begin new ways of working with training and support.</p> <p>Stage 1 of AIMS – saving -tbc</p> <p>Monitor using appraisals, grow with development support and continually improvement</p> | <p>Feed into appraisals (360) and support development and improvement</p> <p>Stage 2 of AIMS – saving –tbc</p> <p>Monitor using appraisals, grow with development support and continually improvement</p> | <p>Feed into appraisals (360) and support development and improvement</p> <p>Stage 3 of AIMS – saving tbc</p> <p>Monitor using appraisals, grow with development support and continually improvement</p> | <p>Medium</p> <p>High</p> <p>Low</p> | <p>more centralised team communications can look holistically across the services and ensure it is maximising cross cutting objectives e.g.</p> <ul style="list-style-type: none"> <li>- Neighbourhoods</li> <li>- Skills &amp; worklessness</li> <li>- Customer services</li> <li>- Growth</li> <li>- The ‘green’ agenda</li> <li>- People strategy</li> <li>- Better utilising ITC</li> </ul> |
| 02 | <ul style="list-style-type: none"> <li>• BUDGET</li> <li>- Communications budgets will add value yet drive efficiencies across the teams with clear targets and grow revenue through sponsorship opportunities.</li> <li>- The Councils communication budget will be scrutinised and managed by the central team focused on clear corporate objectives, value for</li> </ul> | <p>Budgets – manage the Communications budget to ensure better value by driving efficiency savings and improvement programmes/ revenue maximisation that support corporate objectives e.g.</p> <ul style="list-style-type: none"> <li>• New central communications structure is an additional short term cost but this team will drive efficiencies and add value to all service areas with a discipline of monitoring and evaluating communications spend for the Council and driving cost savings, AIMS will address long-term cost savings on people as well.</li> <li>• PR – IT improvements to improve monitoring and evaluation and skills development in social media both have a positive customer impact but the costs are neutral managed by realignment of people and resources</li> </ul> | <p>Comms Budget.</p> <p>Complete financial picture of structural changes and improvement platforms and rebalance.</p>   | <p>Comms Budget.</p> <p>Achieve revenue stretch to rebalance additional costs</p>   | <p>Comms Budget.</p> <p>Achieve revenue stretch to rebalance additional costs</p>   | <p>Comms Budget.</p> <p>Achieve revenue stretch to rebalance additional costs</p>  | <p>High</p>                          | <p>Looking at growth in terms of service improvement for the customer inline with the Customer strategy and growth in terms of revenue stretch to achieve more for less.</p> <p>Review expenditure and align to climate change plan.</p>  |

**The Impact of the Service**

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|           | <p>money and driving efficiency.</p> <ul style="list-style-type: none"> <li>- Overall budget saving of up to 10%</li> <li>- AIMS will review cost of wider communications teams</li> </ul>                            | <p>e.g. less paper</p> <ul style="list-style-type: none"> <li>• M-four structure changes to align skills to new strategy and changing landscape are neutral.</li> <li>• Slightly reduce the events budget to offset the additional cost of the central communications team but also have a revenue target where sponsorship is gained for events to help cover costs.</li> </ul> <p>The new communications Directorate will work with all services and SMT to plan and allocate this spend at the start of each budget year to ensure it is prioritised and is delivering best value. The central team will also be reducing duplication, streamlining activity into campaigns and driving efficiencies to achieve the target. (up to 10% saving on communications spend)</p> <p>AIMS will drive further savings by reviewing the population of communications people in-light of the strengthened core.</p> | <p>CC Budgets.</p> <p>Complete financial reviews of all CC communications spend.</p> <p>Start to maximise the corporate communications tools and reduce duplication, coordinate messages with a customer rather than department focus and challenge vfm.</p> | <p>CC Budgets.</p> <p>Work with services to annualise budgets inline with business planning and assess against corporate objectives.</p> <p>Achieve up to 10% efficiency savings</p> <p>AIM -tbc</p> | <p>CC Budgets.</p> <p>Build communications into business planning process. Align business priorities with comms budget at strategy stage.</p> <p>Maintain 10% efficiency savings</p> <p>AIM -tbc</p> | <p>CC Budgets.</p> <p>Build communications into business planning process. Align business priorities with comms budget at strategy stage.</p> <p>Maintain 10% efficiency savings</p> <p>AIM -tbc</p> | <p>Medium - Low</p> | <p>Ensure comms budget expenditure reflects priorities of the Corporate Plan in each and every activity monitoring and evaluating every £1 to assess cost v performance = VFM Corporate Improvement Framework</p> <p>Drive flexibility within the communications to react to growth</p> <p>Ensure communications activity delivers awareness and behavioural change that ultimately reduces costs. People Strategy</p> |
| <p>03</p> | <ul style="list-style-type: none"> <li>• The communications planning process should form part of each service's wider business planning function ensuring that communications are used to effectively meet</li> </ul> | <p>In 10/11 the team will work alongside business plans to shape priorities against budget allocation and support services with an annual plan for communications and a strategy to support key objectives. From 11/12 communications will aim to be a part of the business planning process.</p>  | <p>09/10 sporadic planning – good in some areas, weak in others. Sometimes disconnected to business objectives.</p>  | <p>Consistent planning on the back of business plans fully supported by Communications experts in insight and Strategy.</p>  | <p>Communications planning to be embedded into business plans.</p>   | <p>Communications planning to be embedded into business plans.</p>   | <p>Medium</p>       | <p>Good planning focuses the budgets and ensures resources are directly affecting priority areas.</p> <p>Corporate Improvement</p>   |

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|    | defined business objectives  | Central communications can also ensure cross cutting activity that meets several services objectives are combined to form one message that is simple yet effective for the customer.   |   |  |  |  |        | Programme  |
| 04 | <ul style="list-style-type: none"> <li>Service communication strategies should be guided by a team of communications specialists that have an in-depth knowledge of relevant communications practices and will ensure we deliver best in class</li> </ul>  | Recruit to new structure designed to offer professional communications support to the organisation. Train and develop all communications personnel to achieve a consistent standard. (Skills Audit and external benchmarking). Drive standards within the teams to achieve award winning work.   | Some exceptional communications people within the team and examples of great work. Some skill gaps in expertise and some examples of poor work /communication s disciplines within the council. | Consistency of skills and drive quality of work to ensure baseline of acceptability and more examples of exceptional work.<br><br>Zero tolerance to underperformanc e. | Strong performing, results based team of experts driving exceptional standards and effective communications. Public and private sector benchmarked with a continually improvement culture. | Best in class communications for social marketing.               | Medium | <p>Specialist people in communications can add value to all services and their corporate plans and priorities. People Strategy</p> <p>The team will have the opportunity to reach its full potential by improving the mix of skills and an opportunity to be respected and grow their self esteem. Skills and community Strategy</p> |
| 05 | <ul style="list-style-type: none"> <li>Communications should be controlled and delivered to an agreed process framework(s) that provide all relevant stakeholders with the opportunity for input. Such frameworks should provide the flexibility to handle both planned strategic campaigns and specifically identified reactive projects deemed vital by SMT/members</li> </ul> | <p>Better planning and agree processes will give more visibility and clarity to the communications activity so it can be constantly reviewed and aligned to the corporate priorities. Frameworks allow for consistency across the organisation to ensure strategy and evaluation is part of the process and not just delivery – which can be measured.</p> <p>Every £1 spent on each activity will have a ROI.</p> | Customer mapping highlighted inequalities in the process and weaknesses were exposed in some areas.   | 90% communications activity is agreed against process framework  | 100% communications activity is agreed against process framework   | 100% communications activity is agreed against process framework | Medium | Corporate Improvement Framework Customer Focus   |

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| 06 | <ul style="list-style-type: none"> <li>Clear calendar of communications activity and improve core tools to work hard, not duplicate and align to corporate key priorities.</li> </ul>  | <p>Calendar that is accessible updated and used by communications teams across the council as a guide to prioritising messages.<br/>Refresh Manchester People and Ward Newsletters to drive customer improvements from timings to design and content.</p>  | <p>Calendar of priorities now exists and is used by the communications team to help shape planning</p> <p>Initial refresh of Manchester People and phase one of Ward Newsletters.</p> | <p>Share with wider communications audience and embed principals and key messages in all communications.</p> <p>Continue to refresh corporate tools including jobs update, the internet, A to Z etc. and gain customer feedback.</p> | <p>Continue to use and monitor customer feedback to make it easy and accessible to use.</p> <p>React to customer feedback and implement improvements within financial boundaries.</p> <p>Ensure all offline communications is accessible online</p> | <p>Improve customer feedback scores by 10%</p> <p>Improve customer feedback and continually improvements within financial boundaries.</p> <p>Review web analytics of communications.</p> | Medium | <p>Corporate Improvement Framework<br/>Customer Focus<br/>ICT<br/>Community Strategy</p> |
| 07 | <ul style="list-style-type: none"> <li>The Council brand should be refreshed, developed and implemented across all communications within clear brand guidelines.</li> <li>All members of staff should have pride in the brand and treat it as a symbol of quality</li> </ul> | <p>The brand under went customer focus work and has been refreshed. In the new year this will be rolled out and brand guidelines issues and policed. The communication support for the brand will help coordinate and raise the quality and cohesiveness of the CC communications. How the brand is represented in the customer service centre will be a key part of this initial work and how it a shapes all improvement strategy over the next three years from the website to letters.</p> | Research Design   | <p>Launch and embed the new brand guidelines.</p> <p>Develop brand work within First Street Customer Service Centre</p>  | Continue to strengthen the corporate collateral and 'brand image'   | Brand image is consistent and recognised   | Medium | <p>Corporate Improvement Framework<br/>Customer Focus<br/>ICT</p>                        |
| 08 | <ul style="list-style-type: none"> <li>M-four specific objectives</li> <li>- Structure changes as above to shape the team</li> </ul>   | Structure as discussed above – right people to adapt to changes.   | In the process of structure changes.  | Embed and support team   | Review in light of further environment  | Embed and support  | Medium | <p>ICT and information<br/>People Strategy<br/>Customer Focus<br/>Environmental</p>      |

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|    | <p>for the new strategies and changing landscape</p> <ul style="list-style-type: none"> <li>- Merge ITC print into M-four to achieve efficiencies and integrated digital print</li> <li>- Improve print management at local stations</li> <li>- A 'one contact' customer approach to ensure ownership for campaign delivery – from design, print, media buying and translations etc.</li> <li>- M-four needs a consistent and competitive rate card and should regularly check it against the market and customer expectations.</li> <li>- Photography library</li> </ul> | <p>Investigating a merge of ITC print into m-four which will bring about efficiencies and a more integrated digital print service which will assist in targeting personalised communications more effectively aligned to the DoT CRM strategies.</p> <p>Further work with ITC to divert high volume print requirements to a central print function to provide a more cost effective solution while contributing to a reduction in carbon impact.</p> <p>Improvements for customers with a one stop shop and more multi-skilled staff.</p> <p>m-four will continue to keep costs affordable and to promote its services to external partners and the wider AGMA group to generate income which contributes to its required budget surplus. There is slight growth on the external customer revenue expectation.</p> <p>Review photography, DAM storage/library and process related to usage and management of images to promote an appropriate image of Manchester and it's people</p> | <p>Discussions are live and finance are supporting efficiency assumptions</p> <p>Discussions with ITC &amp; Finance to support cost and green objectives</p> <p>At initial stages</p> <p>Ongoing</p> <p>Audit completed across Partners</p> | <p>Efficiency – tbc</p> <p>Efficiency –tbc</p> <p>Train and support team and use CSE to benchmark</p> <p>Achieve budget surplus</p> <p>Begin to update images and utilise new technology to upgrade storage and management</p> | <p>changes Efficiency –tbc</p> <p>Efficiency –tbc</p> <p>Grow CSE measurement – 5%</p> <p>Achieve budget surplus</p> <p>Continue image upgrade</p> | <p>Efficiency –tbc</p> <p>Efficiency –tbc</p> <p>Grow CSE measurement – further 5%</p> <p>Achieve budget surplus</p> <p>Complete project and review revenue optimisation</p> | <p>TBC</p> <p>TBC</p> <p>Medium</p> <p>High</p> <p>Medium</p> | <p>Strategy</p>   |
| 09 | <ul style="list-style-type: none"> <li>• Press Office</li> <li>- Implement structural and system changes to ensure that Press Office is in line with corporate priorities</li> <li>- To ensure the Press Office is fully integrated with the</li> </ul>   | <p>New structures will be in place.</p> <p>Evaluate media coverage for PR support of campaigns and calculate Ad value equivalent (AVE)</p> <p>Relationship building with combined team through use of hot desks in First</p>  | <p>Complete restructure of press office.</p> <p>Complete recruitment of new posts.</p> <p>Implement new IT tools implemented.</p>   | <p>New structure and systems to "bed in". Provide baseline evaluation of media coverage.</p> <p>Develop links with new and social media outlets. Enhance MCC presence in</p>   | <p>Continual improvement focus with evaluation and new systems tracking performance. Improve performance by 10%.</p> <p>Baseline MCC</p>           | <p>Further evaluation to be carried out and improve performance by further 5%</p> <p>Grow MCC social media value</p>   | <p>Medium</p> <p>Medium</p>                                   | <p>Through the right people doing the right things in the right way. By ensuring that there is a better focus in the Press Office of corporate goals and priorities.</p> <p>By moving away from a "silo" approach to a team structure where</p> |

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|----|---|--|---|---|---|---|--------------------------------------|--|
|    | Communications team and is fully effective and efficient  | Street and in Press Office<br><br>Further qualitative surveying carried out with internal and external customers   |   | the new media<br><br>Press officers to spend time in First Street and more cohesive working to drive campaigns<br><br>Use new tools and structure to improve customer service, both internally and externally. Carry out customer survey. | social media activity<br><br>PR measurement of campaign work evident<br><br>Benchmark customer satisfaction.                            | Grow PR campaign work.<br><br>Improve customer satisfaction by 5%   | Medium<br><br>Medium<br><br>Medium   | there is better support for individuals and more multi functional Press Officers servicing the needs of the organisation and cross cutting activities,<br><br>ICT<br>People Strategy<br>Customer Focus |
| 10 | <ul style="list-style-type: none"> <li>• Events</li> <li>- Deliver events agenda and grow value for money, participation, economic impact etc</li> <li>- Review revenue maximisation opportunities in sponsorship of CC events and public realm optimisation</li> <li>- Join up events across the CC to improve customer access to 'what's on' and use</li> </ul> | <p>Continue to support the diverse calendar of activity that residents have become accustomed and measure outcomes - numbers attending/ participating and economic studies etc.</p> <p>Initial service improvement will support the construction of one events database including events, leisure, galleries etc that can be utilised across services to provide synergy for residents.</p> <p>To provide clarity of all the activity happening within the city at ward level and across the city so 'what's on guides' can be fully comprehensive and cross cutting.</p> <p>Review revenue opportunities to offset costs by looking at sponsorship opportunities and public realm</p> | <p>Good benchmarking exists – continue and look for growth, service improvement and customer satisfactions increases</p> <p>Baseline customer satisfaction/ feedback</p> <p>Initial scoping paper</p> | <p>Increase relevant event metrics by 5%</p> <p>Improve customer satisfaction scores by 5% and review reach of combined information</p> <p>Tbc</p>  | <p>Increase relevant event metrics by 5%</p> <p>Improve customer satisfaction scores by 5% and information accessibility</p> <p>Tbc</p> | <p>Increase relevant event metrics by 5%</p> <p>Improve customer satisfaction scores by 5% and information accessibility</p> <p>Tbc</p> | <p>Low</p> <p>Medium</p> <p>High</p> | <p>Improvement Framework<br/>Customer Focus<br/>Neighbourhood focus<br/>Economic growth<br/>Environment Strategy<br/>Community Strategy</p>  |

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|    | technology to support better CRM through database management.  | commercialisation.<br>Review the spend on Christmas lights and how to drive the climate change action plan within this objective further.  | Option for review in new tender process  | Tbc   | Tbc  | Tbc   | Medium  |   |
| 11 | <ul style="list-style-type: none"> <li>Internal Comms</li> <li>- improve central tools e.g., intranet, cascade newsletter to staff, bulletins and management briefings</li> <li>- Review distribution and measurement of activity</li> <li>- Review and support all City Council internal communications</li> <li>- Structure changes to support more focused IC investment inline with DoT and OD/HR initiatives</li> </ul> | <p>The Internal tools that inform our staff will be sharpened to support the DoT transformation strategy and the value work to ensure clarity of our corporate direction and messages. Review all tools and encourage customer feedback</p> <p>Upgrade the Intranet software (that has been unsupported by Microsoft since 04) to improve communications, design, search etc.</p> <p>Ensure distribution reaches all staff and accessibility is inclusive to all</p> <p>Audit all CC internal communications to ensure corporate alignment and support where needed</p> <p>Dedicated IC communicators focused on delivering IC supporting key initiatives like transformation etc.</p> | <p>Acquire new software inline with ICT strategy and work on refresh</p> <p>Structure agreed</p> | <p>Do research and benchmarking with new focused team to critique and audit all activity.</p> <p>Launch Intranet and track web analytics and customer feedback</p> <p>Audit - Customer feedback and benchmarking</p> <p>Recruit to structure and embed new team</p> | <p>Improvement strategy continued and improve customer satisfaction levels</p> <p>Continue to tack analytics and improve stats.</p> <p>Improvement strategy underway</p> <p>Train and support growth</p> | <p>Further improve customer satisfaction levels and engagement with the organisation</p> <p>Improve analytics further</p> <p>Further improvement recorded</p> <p>Stretch and further grow expertise</p> | <p>Medium</p> <p>Medium</p> <p>Low</p> <p>Low</p> | <p>ICT and information Improvement framework Customer Focus</p> |
| 12 | <ul style="list-style-type: none"> <li>CSE – customer service</li> <li>- Consistency across the services and share best practice</li> <li>- Achieve a 4 rating</li> </ul>  | Achieve a pass mark in CSE   | Benchmark set  | Reach pass mark   | Work on areas of weakness to exceed pass mark  | Evaluate performance over the three years and review strengths, weaknesses and trends and   | Medium  | Customer focus Improvement framework and ICT                    |

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|    | across 80% of the 5 criteria and a pass mark   |  |   |   |   | develop improvement programme.                           |        |   |
| 13 | <ul style="list-style-type: none"> <li>Benchmarking on Communications and Events against the world's best social marketing campaigns, major brands and other councils to ensure we set our standards uncompromisingly high to achieve great efficiencies and national and international success</li> </ul> | <p>Audit the best social marketing brands, companies, people, events and councils.</p> <p>Benchmark ourselves against the world leaders and asses steps required to achieve improved performance status.</p>   |   | <p>Research and benchmark</p> <p>Delivery steps</p> | Achieve 25%   | Achieve 50%  | Medium | <p>Corporate Improvement Framework</p> <ul style="list-style-type: none"> <li>-people</li> <li>-aim</li> <li>-customer focus</li> </ul> |
| 14 | <ul style="list-style-type: none"> <li>Supporting Climate Change Action Plan</li> </ul>  | <p>Supporting the communication to residents, businesses and staff of Manchester's plan.</p> <p>Internally as a team improve our footprint – from protocol on recycled paper use and vegetable ink to less use of paper in general via electronic solutions in PR and using alternative media, 'on demand print' , 'green' lighting at events etc.</p> | <p>Supported the launch – PR and ongoing strategy being formulated</p> <p>Creatively developed image and support communications literature, artwork, web etc.</p> | <p>Communications 'green protocol'</p>              | <p>Measure savings economically and environmentally of green protocol and set aggressive target for next year</p> | <p>Achieve savings and drive further efficiencies.</p>   | Medium | <p>Environmental Strategy</p> <p>Economic Growth</p> <p>AIM</p> <p>ICT</p>  |
| 15 | <ul style="list-style-type: none"> <li>Worklessness</li> </ul>   | <p>Priorities worklessness as a communications objective and target and tackle key issues.</p>   | <p>Research</p>   | <p>Live –comms measured</p>                         | <p>Learn and re-do if successful with stretch target</p>  | <p>Learn and re-do if successful with stretch target</p> | High   | <p>Worklessness and skills</p> <p>Economic growth</p>   |

**The Impact of the Service**

|    |                  |  |  |  |   |   |        |   |
|----|------------------|--|--|--|---|---|--------|---|
|    |                  | Reshape jobs update to more accurately address worklessness.   | Research   | Live- change implemented, monitored and evaluated  | Continually improvement   | Continually improvement   | Medium | People Strategy<br>Community Strategy   |
|    |                  | Internally support corporate initiatives e.g. apprenticeships  | Restructure designed to support  | Meet objectives  | Exceed corporate objectives   | Exceed corporate objectives   | Medium |   |
| 16 | • Neighbourhoods | Support the neighbourhood strategy with internal and external communications   | As required  | Obtain brief and develop annual strategy of support and start delivering against measurements      | Stretch results performance and grow  | Stretch results performance and grow                                | Medium | Neighbourhood strategy<br>People strategy<br>Customer Focus and ICT and information strategy and AIM and community strategy |
|    |                  | Ensure where possible communications are relevant to people's local neighbourhoods e.g. ward newsletters relating to local activity that supports the neighbourhood strategy and PR to local media | Initiated an improvement programme for more regularly communication at ward level via ward news letters becoming quarterly. Started to gather awareness of all events in and across the city | Continue Ward news improvement programme and measure reactions from residents                      | Respond to feedback and continue to improve and listen  | Improve customer feedback scores and continue to improve and listen | Medium |   |
|    |                  | Improve a neighbourhood focus to events and communications e.g. the website  |  | Promote more widely events at neighbourhood level and include a neighbourhood focus to the website | Listen to customers views about neighbourhood events/ communication e.g. website and develop improvement plan | Improve customer feedback scores and continue to improve and listen | Medium |   |
|    |                  | Listen and engage/involve neighbourhoods within communications   |  |  |   |   |        |   |
| 17 | • GM Strategy    | Support the GM strategy and partnership work to pool resources and deliver integrated campaigns to address key challenges  | Work started to promote City Region and integrated projects with both private and public sector partners initiated this Christmas  | Continue to grow importance of GM work and review further partnership activity in the annual plan  | Integrate GM work into planning and partnership working more the norm   | Further progression on GM activity and partnership working          | Medium | Economic Growth<br>Partnership working  |
| 18 | • 0-5's          | Continue to support Children's Services to help deliver their every child matters  | Activity happening but   | Increase communication   | Measure and review activity   | Measure and review activity   | Medium | 0-5's<br>Community Strategy   |

**The Impact of the Service**

|  |  |   |                            |   |   |   |  |                 |
|--|--|---|----------------------------|---|---|---|--|-----------------|
|  |  | activity with internal and external communications and PR from specific projects like fostering/adoption to the importance of parenting classes etc | more focus on 0-5 required | activity related to 0-5 with key messages | increase and consider improvement/growth plan | increase and consider improvement/growth plan |  | People Strategy |
|--|--|---|----------------------------|---|---|---|--|-----------------|

### The Impact of the Service

#### 3. Financial Plan

The below covers the direct budgets within Communications ONLY.  
Further work and analysis required for TOTAL communications budgets across the whole council are near completion. However the Gross and net figure for m-four includes a total CC view.

Summary Financial Plan:

COMMUNICATIONS

| Objective / Budget<br>Headline<br>(Sub division of service) | Current Cash<br>Limit Revenue<br>Budget |              | Proposed Gross Cash Limit<br>Revenue Budgets |                  |                  | Budget<br>Funding<br>Source                      | Budget funding         |                        |                        | New<br>Capital<br>Investment<br>Required?<br>(Y/N) |
|---|---|--------------|--|------------------|------------------|--|------------------------|------------------------|------------------------|--|
|   | Gross<br>£'000                          | Net<br>£'000 | 2010/11<br>£'000                             | 2011/12<br>£'000 | 2012/13<br>£'000 |  | 2010/11<br>£'000       | 2011/12<br>£'000       | 2012/13<br>£'000       |  |
| Director of Communications                                  | 129                                     | 98           | 129  | 130              | 131              | Mainstream<br>Internal Income                    | 98<br>31               | 99<br>31               | 100<br>31              |  |
| Press Office  | 502                                     | 415          | 502  | 505              | 512              | Mainstream<br>Internal Income                    | 415<br>87              | 418<br>87              | 425<br>87              |  |
| Communications Team   | 187                                     | 155          | 187  | 188              | 191              | Mainstream<br>Internal Income                    | 155<br>32              | 156<br>32              | 159<br>32              |  |
| Intranet/Internet   | 53                                      | 44           | 53   | 54               | 54               | Mainstream<br>Internal Income                    | 44<br>9                | 44<br>10               | 45<br>9                |  |
| M-Four  | 7,072                                   | -192         | 7,072  | 7,094            | 7,212            | Mainstream<br>Internal Income<br>External Income | -192<br>5,216<br>2,048 | -192<br>5,235<br>2,051 | -192<br>5,347<br>2,057 |  |
| Events & Marketing Admin                                    | 567                                     | 567          | 567  | 590              | 585              | Mainstream                                       | 567                    | 590                    | 585                    |  |
| Events  | 1,407                                   | 1,407        | 1,407  | 1,407            | 1,436            | Mainstream                                       | 1,407                  | 1,407                  | 1,436                  |  |
| Brand Development & Marketing                               | 313                                     | 313          | 313  | 313              | 320              | Mainstream                                       | 313                    | 313                    | 320                    |  |

| <b>The Impact of the Service</b> |        |       |  |        |        |  |        |        |        |
|----------------------------------|--------|-------|--|--------|--------|--|--------|--------|--------|
| Business Plan Savings            |        |       | (61)                                     | (104)  | (104)  |  | (61)   | (104)  | (104)  |
| <b>Totals</b>                    | 10,230 | 2,807 | 10,169                                   | 10,177 | 10,337 |  | 10,169 | 10,177 | 10,337 |
|                                  |        |       | <b>Total Mainstream Funding Required</b> |        |        |  | 2,746  | 2,731  | 2,774  |

**Prepared by:**  
**Date:**

Notes:

- 1 The budget headlines are for the Heads of Service to determine and could be an analysis of the major areas of business or its major objectives. Ideally, the budget should be broken down by business objective. However, the analysis should be meaningful to both the managers within the business and to the Executive Member and where possible should help to align service expenditure with Corporate Objectives and priorities. Heads of Service should discuss any proposed changes to the analysis with their finance officer to ensure that it will be possible to assign current budgets in the way proposed.
- 2 If capital investment is required to achieve the proposed budget and service outcomes then this should be explained in the delivery plan along with details of the stage any capital proposals have reached in the Capital Gateway Process.

**The Budget represents the ‘as is’ state of communications.**

**It doesn’t reflect the increase in central communications team which is projected to be offset by AIMS reviewing the total council communications population and driving savings.**

**It doesn’t reflect additional revenue ambitions by Events.**

**Further efficiency savings of 10% off the Communications spend across the total CC budgets is anticipated; however work is still progressing with the Treasurer and Service Heads.**

### The Impact of the Service

| Capital Prog. Ref. No. | Capital Scheme Description | Objective / Budget Headline (Sub division of service) | Amounts approved in Capital Programme |               |               | First Years Revenue Consequences |      | First Full Years Revenue Consequences |      | Revenue impact included in plan Y/N |
|------------------------|----------------------------|---|---------------------------------------|---------------|---------------|----------------------------------|------|---------------------------------------|------|-------------------------------------|
|                        |                            |   | 2009/10 £'000                         | 2010/11 £'000 | 2011/12 £'000 | Amount £'000                     | Year | Amount £'000                          | Year |                                     |
|                        | Not Applicable             |   |                                       |               |               |                                  |      |                                       |      |                                     |
|                        | Total Approved Capital     |   | 0                                     | 0             | 0             |                                  |      |                                       |      |                                     |

#### Details of Capital Investment currently in the Capital Gateway process but not yet included in the Capital Programme- Not Applicable to Communications Directorate

| Stage of Gateway Process | CPG Ref. Number | Objective / Budget Headline (Sub division of service) | Description of proposed investment | Justification for Investment (e.g. Service Need, Statutory requirement, VFM, to further council objectives) |             | Is this subject to a capital bid for 2010/11 to 2012/13 programme? (Y/N) | Potential impact on Revenue Costs (for proposals that will be subject to bids) |
|--------------------------|-----------------|---|------------------------------------|---|-------------|--|--|
|                          |                 |   |                                    | Ranking   | Explanation |  |  |
|                          |                 | Not Applicable  |                                    |   |             |  |  |

#### Neighbourhood Funding Strategy Proposals - Not Applicable to Communications Directorate

| Proposal       | Benefits to Residents | Reasons why this cannot be addressed through existing budgets | Funding Request |               |               | Options for future resourcing | Strategy Director and Executive Member approval received Y/N |
|----------------|-----------------------|---|-----------------|---------------|---------------|-------------------------------|--|
|                |                       |   | 2010/11 £'000   | 2011/12 £'000 | 2012/13 £'000 |                               |  |
| Not Applicable |                       |   |                 |               |               |                               |  |
| <b>Total</b>   |                       |   | 0               | 0             | 0             |                               |  |

**The Impact of the Service**

**Detailed proposals on Income from charges for services**

Detailed proposals on Income from charges for services

| Charge / Income Budget | Current charge £.p. | Proposed Charges |              |              | Reason for proposed increase /decrease | Impact on service users | Current Income £'000 | Estimated Income |               |               |
|------------------------|---------------------|------------------|--------------|--------------|--|-------------------------|----------------------|------------------|---------------|---------------|
|                        |                     | 2010/11 £.p.     | 2011/12 £.p. | 2012/13 £.p. |  |                         |                      | 2010/11 £'000    | 2011/12 £'000 | 2012/13 £'000 |
| M-Four                 |                     |                  |              |              | Inflationary Increase                  | External income only    | 2,048                | 2,048            | 2,051         | 2,057         |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
|                        |                     |                  |              |              |  |                         |                      |                  |               |               |
| <b>Total</b>           |                     |                  |              |              |  |                         | <b>2,048</b>         | <b>2,048</b>     | <b>2,051</b>  | <b>2,057</b>  |

**Reason for increase / decrease:**  
 Inflationary Increase  
 Above Inflationary increase  
 Below Inflationary increase  
 Decrease to improve demand  
 Decrease to meet council objectives

**Prepared by:**  
**Date:**

### The Impact of the Service

#### 4. Business Workforce Plan

##### Workforce Profile

| Service Area   | Number of Employees | FTE of Employees | Number of Full Time Employees | Number of Part Time Employees | Number of Job Share Employees | Number of Manchester Residents |
|----------------|---------------------|------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
| Communications | 95                  | 84.60            | 81                            | 5                             | 9                             | 35                             |

Over 40% of Communications employees are from Manchester. Chief execs average is 42 and the overall Manchester residency of employees is 55%. Although average for this type of service we can improve.

The People strategy articulates commitment to maximising opportunities for residents.

The service workforce plan includes measures to increase percentage over the next three years by increasing entry levels and clear progression routes within the new structures linked to development and training.

| Service Area        | Pay Scale Band           | Number of Employees | Number of Employees With EO Data | Number of BME Employees | BME as % of Employees With EO Data | Number of Female Employees | Percentage of Female Employees | Number of Employees With Disability Data | Number of Disabled Employees | Disabled as % of Employees With Disability Data |
|---------------------|--------------------------|---------------------|----------------------------------|-------------------------|------------------------------------|----------------------------|--------------------------------|--|------------------------------|---|
| Communications 2010 | Grade 1 - 5 (and equiv)  | 46                  | 40                               | 7                       | 17.50%                             | 26                         | 56.52%                         | 37                                       | 4                            | 10.81%  |
|                     | Grade 6 - 8 (and equiv)  | 43                  | 38                               | 15                      | 39.47%                             | 24                         | 55.81%                         | 38                                       | 1                            | 2.63%   |
|                     | Grade 9 - 10 (and equiv) | 4                   | 4                                |                         | 0.00%                              | 1                          | 25.00%                         | 4  |                              | 0.00%   |
|                     | Above Grade 10           | 2                   | 2                                |                         | 0.00%                              | 2                          | 100.00%                        | 1  |                              | 0.00%   |
|                     | <b>Total</b>             |                     | <b>95</b>                        | <b>84</b>               | <b>22</b>                          | <b>26.19%</b>              | <b>53</b>                      | <b>55.79%</b>                            | <b>80</b>                    | <b>5</b>  |

Where Ethnic Origin is stated, 26% of communications employees are BME which is above the City Council target of 17.8%. There are more women than men in this team (56%). 6.25% of communications employees who provide disability data are

### The Impact of the Service

disabled which exceeds the corporate target for disabled employees (5.10%) and achieves targets on being an employer of choice for disabled workers.

| Service Area   | Payscale Banding        | Age Range |           |           |           |          |          | Grand Total |
|----------------|-------------------------|-----------|-----------|-----------|-----------|----------|----------|-------------|
|                |                         | 18 - 24   | 25 - 34   | 35 - 44   | 45 - 54   | 55 - 59  | 60+      |             |
| Communications | Grade 1 - 5 (and equiv) | 4         | 14        | 14        | 11        | 2        | 1        | 46          |
|                | Grade 6 - 8 (or equiv)  |           | 8         | 14        | 18        | 2        | 1        | 43          |
|                | Grade 9 - 10 (or equiv) |           |           | 2         | 1         | 1        |          | 4           |
|                | Above Grade 10          |           | 1         |           |           | 1        |          | 2           |
|                | <b>Total</b>            | <b>4</b>  | <b>23</b> | <b>30</b> | <b>30</b> | <b>6</b> | <b>2</b> | <b>95</b>   |

The age profile of the team is fairly balanced with a slightly young skew. Age doesn't seem to play a factor in payscale grades reflecting commitment to nurturing and supporting staff to realise their full potential.

| Organizational Unit | Temporary  |               |            | Permanent  |               |            | All Employees    |             |            |
|---------------------|------------|---------------|------------|------------|---------------|------------|------------------|-------------|------------|
|                     | No of Emps | No of Leavers | % Turnover | No of Emps | No of Leavers | % Turnover | Total No of Emps | ALL LEAVERS | % Turnover |
| Communications      | 10         | 4             | 40.00%     | 88         | 3             | 3.41%      | 98               | 7           | 7.14%      |

Temporary turnover is natural high however permanent turnover is low. Finally, sickness and absence, is monitored monthly and although there have been some incidents of long term sickness on the whole the average days lost to sickness is 5.56 for Communications, which is one of the better performing departments in Chief Execs and exceeds the CC average of 13. However there is a high percentage 5 days or less and 6-19 days or less and close monitoring continued.

Duration of Absence in Days

Occurrence of Absence

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| Service Area            | Current Workforce<br>(excluding Casuals) | Employees<br>Sick | % Sick | 5 Days or<br>Less | %  | 6 - 19 Days | %  | 20 or<br>More | %  | Total<br>Days Lost | Occurrences<br>5 Days or Less | %  | Occurrences<br>6 - 19 Days | %  | Occurrences<br>20+ Days | %   | Total<br>Occurrences | BVPI 12 Average days<br>lost to sickness |
|-------------------------|--|-------------------|--------|-------------------|----|-------------|----|---------------|----|--------------------|-------------------------------|----|----------------------------|----|-------------------------|-----|----------------------|--|
| <b>Chief Executives</b> | 2,251                                    | 1,340             | 60     | 5,247             | 29 | 2,925       | 16 | 10,122        | 55 | 18,294             | 2,523                         | 84 | 280                        | 9  | 194                     | 6.5 | 2,997                | 8.73                                     |
| Communications          | 90                                       | 48                | 54     | 177               | 35 | 96          | 19 | 232           | 46 | 505                | 88                            | 84 | 10                         | 10 | 6                       | 5.7 | 104                  | 5.56                                     |

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#### The Work Force as at March 2011

Over the next twelve months, workforce requirements will focus upon reviews of the revised structure and new communications strategy and processes to ensure maximum efficiency.

Specific reviews undertaken are as follows:

- A communications audit to ascertain the skills across the new communications team and identify areas of expertise and weakness and streamline an activity plan to plug gaps.
- Annual appraisals and 6mthly reviews to monitor performance and shape individual development plans

Specific training undertaken:

- An intense period of training to ensure all communications staff both central and in the departments is equalised and at an acceptable base rate
- Anyone without level 2 qualifications will be on a course to improve basic qualifications
- A programme of workshops that shares skills across the communication team including commissioners.
- 4 still in a programme of further education and reviewing opportunities for others to gain further qualifications
- A communications training programme set up embracing a development culture with clear objectives and outcomes lead by the Director and implemented by Heads of.
- All staff to have attend Connect Event
- liP continuing

A series of internships and student placements

Communications would like to build links and capacity for internships both for students finishing school and college as well as university. This would obviously require considerable management, induction and nurturing of students and we need to draw up a longer term plan and seek employee participation in such a scheme (possibly working with the Media and Communications Academy) and we can support Manchester school children with their career aspirations and development.

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| Workforce development Objective  | Responsibility   | Timescale |
|--|--|-----------|
| <i>Based upon the gap analysis, state the objective for workforce development activity. Make sure the objective is clear enough for you to be able to performance manage this piece of work.</i>   | <i>Who will take the lead on this? e.g. HR/OD/Service managers</i> |           |
| Develop and implement an immediate base lining exercise (the Skills audit) to ensure the new communications team – within the central structure and the commissioners have a basic set of skills and relevant knowledge in order to fulfil the new communications strategy.  | Communications and OD  | 2010      |
| Implement Skills Pledge by supporting staff to undertake relevant Level 2 qualifications where appropriate. Ensure apprenticeships and student placements which are a part of the restructures are given the skills and development programmes to reach their full potential and perform at their optimum.   | Communications and HR services                                     | 2010-2013 |
| Improve flexibility and mobility across the workforce to deliver more of a 'one team' approach that supports fluctuations in demand and neighbourhood focused services with teams where possible having the access to and know how of relevant telecommunications and remote accesses to increase flexibility in the workplace.  | Communications, HR Services and ITC                                | 2012      |
| Develop the specialist skills being embraced at the centre (e.g. new media, customer excellence, events expertise and planning skills) and ensure a multi-skilled approach across the whole communications populations to generate rounded and competent communicators.  | Communications and OD  | 2011      |
| Continued professional development of communicators to achieve relevant and recognised communication qualifications.   | Communications and OD  | 2010-2013 |
| A rolling three-year structured training programme for all communications staff to increase skills, competencies and knowledge of the customer and other relevant complimentary services such as research. Encourage placements in specific services or with relevant front line teams to stay in tune with the customers needs. Lead by Director and implemented by Heads of. | Communications and HR Services                                     | 2010-2013 |
| Embed objectives into appraisals, one to ones, 360 feedback and team meetings. And apply individual training plans to grow individuals/ teams.   | Communications and HR services                                     | 2010      |
| Send all staff to a connect event and continue to support and champion liP.  | Communications and HR Services                                     | 2010-2013 |
| Continue to micro manage absence and work o reducing short absenteeism by encouraging healthy working patterns and people take all their holiday entitlement etc. 47   | Communications Service Managers                                    | 2010-2013 |

## The Impact of the Service

### 5. Equalities Action Plan

| Target  | Activity  | Outcome   | Service Lead                             | Timescales   |
|---|---|---|--|--------------|
| <b>Cross Cutting</b>  |   |   |  |              |
| Promote equality and opportunity to access for all CC communication, within financial constraints to ensure DDA compliance.   | Ensure fair and equal access to communications -where possible include standard translations / large print and Braille guidance on communications issued by the CC<br>Issue guidance to all internal customers on how and when to use accessible comms and reaffirm corporate guidelines/ good practice | Set translation/ accessibility text on more than 90% of comms<br><br>Guidance to be issued to all m-four customers and available on the communications intranet | Communications – m-four                  | 2010         |
| Manchester has and encourages a diverse community and this needs to be reflected in the images used in Council publications to ensure inclusiveness of the target audience. | Review current library of images to ensure it reflects our community.   | Update library to be representative   | Communications - m-four                  | 2010-13      |
| Consult with all communities when reviewing communications research and feedback  | Work with the Central Research team to ensure all parts of our communities are included in research related to communications   | Representative feedback of Manchester’s population  | Central Research and Communications      | 2010         |
| New staff and existing comms employees promoted to attend equality and diversity training   | Attendance at workshops   | More understanding and improved commitment to ensure equality and diversity in communications   | Corporate Performance and Communications | 2010-ongoing |

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| <b>Race – linked to cross cutting activity</b>  |  |  |                                     |               |
|---|--|--|-------------------------------------|---------------|
| Review and challenge communications activity to ensure it reaches hard to reach including those from BME groups                       | Work with the Central Research team to test our communications reaches BME groups  | Better communication / engagement of BME groups to information/ services provided                        | Central Research and Communications | 2010          |
|   | Continue to work with diverse communities in celebration of cultural heritage e.g. Caribbean Carnival, Melas, Refugee festivals, Holocaust memorial days etc   |  |                                     |               |
| <b>Sexuality – linked to cross cutting activity</b>   |  |  |                                     |               |
| Ensure communications support equal opportunities and don't promote sexism, homophobia etc.   | Check communications don't unintentionally offend or insinuate and are inclusive to all our community.   | No complaints or issues from any member of our community   |                                     |               |
| Gay communications  | Continue to support events such as Pride, Queer up North, International women's Day etc that celebrate and promotes integration of our gay communities<br>Target gay and lesbians to address balance e.g. foster care work promoting awareness of our policy | Inclusively and targeting to actively promote events, awareness of services etc. with an outcome uplift. | Communications and all services     | 2010- ongoing |
| <b>Disability- – linked to cross cutting activity</b>   |  |  |                                     |               |
| Ensure residents with disabilities are able to access communications and have the same opportunities as non disabled residents to the | Continually review communications to disabled groups, suitability, consultation etc  | Tackle barriers in communications to engage all residents  | Communications m-four               | 2010- ongoing |

**The Impact of the Service**

|  |   |  |                                     |                   |
|--|---|--|-------------------------------------|-------------------|
| information and opportunities presented  | <p>Manchester encourages applications from disabled candidates and images used for recruitment should reflect this. Publications showing people at work should also reflect that we employ disabled people across the Council</p> <p>Communications should help 'support' all services to deliver this.</p> <p>Continue to promote the use of signers at events and provision of disabled viewing platforms</p> |  |                                     |                   |
| Address physical access to events to ensure full participation is an option where possible.                    | <p>Consider accessibility within event planning</p> <p>Positively promote access support for disabled users to encourage participation</p>  | Review participation numbers of disabled users at events   | Communications events               | 2010-ongoing      |
| <b>Target</b>  | <b>Activity</b>   | <b>Outcome</b>   | <b>Service Lead</b>                 | <b>Timescales</b> |
| <b>Age</b>   |   |  |                                     |                   |
| Ensure communications activities from the tone to the channels used are relevant to young and old people alike | <p>Ensure communication tone, design, channels etc are appropriate with user testing and understand audience needs with the help of research and customer focus groups with all ages of our community</p>   | Engage with both young and old audiences where applicable and target specific audience for bespoke messages. | Central Research and Communications | 2010- ongoing     |

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|  |  |   |                       |      |
|--|--|---|-----------------------|------|
| Ensure events support accessibility and inclusion  | Continue to support activity such as the Pensioners Christmas <b>party</b>   |   |                       |      |
| <b>Gender</b>  |  |   |                       |      |
| Ensure communications are targeted effectively to the relevant audience and are sensitive to differing gender needs. | e.g. Manchester encourages women working in senior management roles and this must be reflected in any images used for recruitment etc. | MCC is perceived as an equal opportunities council, employer etc. | Communications and HR | 2010 |
| <b>Faith</b>   |  |   |                       |      |
| Continued development of links with faith groups to help disseminate communications                                  |  |   |                       |      |
| Support requests from faith groups with events and activities.   | Continue to support for Cathedral Development Group and associated event activity e.g. Cathedral Christmas Tree                        |   |                       |      |

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**6. Risk Register**

**SECTION 1: CONSEQUENCE AND LIKELIHOOD ANALYSIS**

| <b>Risk</b>                                  | <b>Risk Description</b>                             | <b>Consequence Description</b>   | <b>I</b> | <b>L</b> | <b>Risk Rating</b> | <b>Existing Controls Description</b>   | <b>A/R</b> | <b>Lead</b> |
|--|---|--|----------|----------|--------------------|--|------------|-------------|
| <b>1</b><br><b>a</b><br><b>b</b>             | Budgets<br>-Efficiency savings on CC communications | Expected efficiency savings can't be met                               | H        | L        | Medium             | Fully evaluating with Finance  |            | ST          |
|  | - Reduction is cost via AIMS                        | Further efficiency savings can't be met                                | M        | L        | Low                | Fully evaluating with DoT/ Finance and HR  |            |             |
| <b>2</b><br><b>a</b><br><b>b</b><br><b>c</b> | Revenues<br>- sponsorship aims                      | Further efficiency savings can't be met                                | H        | M        | High               | Realistic revenue agreed with finance with 3 year growth                                   |            | MS          |
|  | - spending patterns with media /communications      | Volatile industry which changes fast and could reduce external revenue | H        | H        | High               | Monitor monthly spend and restructure to support changing landscape and future proof       |            | SMc         |
|  | - Public Sector Shrinkage & Spending                | Reduced external revenues  | H        | H        | High               | Reduce costs. Any work lost will be more difficult to replace with like for like revenues. |            | SMc         |
| <b>3</b><br><b>a</b><br><b>b</b>             | People<br>- structures                              | Structures don't support demand/revenue expectations                   | M        | M        | Medium             | Planned and benchmarked and agreed with HR   |            | ST          |
|  | - aims  | Reduce comms population with impact on delivery                        | M        | L        | Low                | Fully analysed   |            | ST/EB       |

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| <b>Risk</b> | <b>Risk Description</b>         | <b>Consequence Description</b>   | <b>I</b> | <b>L</b> | <b>Risk Rating</b> | <b>Existing Controls Description</b>   | <b>A/R</b> | <b>Lead</b> |
|-------------|---------------------------------|--|----------|----------|--------------------|--|------------|-------------|
| <b>4</b>    | Events<br>- public manslaughter | Injury or worse to members of public attending a CC organised event  | H        | H        | High               | Robust, multi agency planning meetings inform the development of the Event Management Plan relevant to the specifics of each event |            | MS          |
| <b>5</b>    | IT                              | Lack of support to deliver efficiency savings  | H        | M        | High               | Work with IT to find solutions and align to corporate IT strategy  |            | ST          |
| <b>6</b>    | Supply Chain                    | Costs of raw materials, energy and transport may put pressures on budgets to achieve communications objectives     | L        | M        | Low                | Costs react to supply chain inflation  |            | SMc         |
| <b>7</b>    | Reputation                      | CC reputation damaged by issue which communications needs to manage  | H        | M        | High               | Crisis Communications planning/ training and BCP   |            | ST          |
| <b>8</b>    | Supplier and market shrinkage   | Very difficult trading conditions could shrink the available vendors to carry out council communications activity. | H        | M        | High               | Utilise CC own communication tools and strengthening them  |            | ST          |

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#### SECTION 2: MITIGATING ACTION PLANNING

| Rank          | Risk Description                 | Existing Control Description   | Accept/Reject? Include rationale for decision | Additional Controls Required   | Lead Manager | Target Date |
|---------------|----------------------------------|--|---|--|--------------|-------------|
| <b>High</b>   | Revenue<br>2a<br>2b<br>2c        | Realistic revenue agreed with finance with 3 year growth   | TBC   | Effective workforce planning and HR support for potential speed of change required | <b>ST</b>    | Ongoing     |
|               |                                  | Monitor monthly spend and restructure to support changing landscape and future proof.  | Accept  |  | <b>ST</b>    | Ongoing     |
|               |                                  | Reduce costs. Restructure again. Any work lost will be more difficult to replace with like for like revenues.                      | Accept but time lag                           |  | <b>SMc</b>   | Review 2011 |
| <b>High</b>   | Events -4                        | Robust, multi agency planning meetings inform the development of the Event Management Plan relevant to the specifics of each event | Accept  | Continually training and Risk support  | <b>MS</b>    | Ongoing     |
| <b>High</b>   | IT- 5                            | Work with IT to find solutions and align to corporate IT strategy  | Accept  | If IT can't support refer to external suppliers                                    | <b>ST</b>    | Ongoing     |
| <b>High</b>   | Reputation-7                     | Crisis Communications planning/ training and BCP   | Accept  |  | <b>SH</b>    | Ongoing     |
| <b>High</b>   | Supplier/market shrinkage-8      | Utilise CC own communication tools and strengthening them  | Accept  |  | <b>ST</b>    | Ongoing     |
| <b>Medium</b> | Budget (efficiency savings) - 1a | Fully evaluating with Finance  | Accept  |  | <b>ST/JG</b> | Ongoing     |

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| Rank   | Risk Description | Existing Control Description               | Accept/Reject? Include rationale for decision | Additional Controls Required | Lead Manager | Target Date |
|--------|------------------|--|---|------------------------------|--------------|-------------|
| Medium | People - 3a      | Planned and benchmarked and agreed with HR | Accept  |                              | ST/JR        | Ongoing     |

### 7. Business Continuity Plan

Please record the current position of Business Continuity Management capability for your Service:

#### Management Progress Statement

##### Activities

- *What is your Services approach to Business Continuity Management?*
- *What has gone well in the last 12 months? (key successes)*
- *What could have gone better? (failures in controls)*
- *Have there been any material changes to your Service that have required change in your Services business continuity management approach?*

Business Continuity touches communications regularly and we often support activity that can be dangerous or debilitating to the Council from the computer virus to flu pandemics. Our services are often at the sharp end of corporate BCP and support with internal, external and media messages as efficiently and effectively as required.

Internal and external communications would be on hand to support major issues that could disrupt council service leaving people vulnerable. Recent examples have included supporting BC teams with communications to staff about the computer virus to encourage appropriate behaviours to ease the issues. From internal bulletins to web pages and Q&A's to help educate, inform and encourage appropriate actions. Communications often sits on EMG's to support the corporate objectives e.g. monitoring and management of communications in relation to Swine Flu.

PR is a support function for managing issues and damage reputation for the CC. Their role is to contain and manage messages that places like Manchester have to deal with on a daily basis. As well as informing media in emergencies to help get information to residents if we need their support in reacting to issues. Recent examples would be

**The Impact of the Service**

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|   | <ul style="list-style-type: none"> <li>- the role PR played in the English Defence League (EDL) demonstration in managing messages with the support of the media to ensure our communities were aware of the protest and encouraged to not get involved</li> <li>- A gas explosion in Didsbury where explanation to the public and support from them required in the emergency evacuation.</li> <li>- Support children’s services with issues of Child deaths, abuse etc where we work with multi agencies to understand the case and protect families involved and communicate appropriately.</li> </ul> <p>Events daily manage and mitigate risks with CC owned events or by supporting partners with event planning. Key successes:</p> <ul style="list-style-type: none"> <li>- One – Christmas Lights Switch On (reference Birmingham event which was of a similar scale)</li> <li>- Two – Oasis Concert Series in Heaton Park</li> <li>- Three - Skyride</li> </ul> <p>Overall we are well trained and practiced in risk management and business continuity. One area we could improve on is a more proactive approach to emergency situations. Due to the daily/ weekly reactivity of the team’s ability to respond to emergency situations and crisis we can become accustomed to management of issues in this way. Refresher courses and simulated scenarios could help with our preparedness for large scale reputation damage to the CC.</p> |
| <p><b>Resilience / recoverability</b></p> | <ul style="list-style-type: none"> <li>– <i>How able is your Service to deal with a disruption?</i></li> <li>– <i>What are the key risks to your Service’s business continuity? (exposure to operational disruption)</i></li> </ul> <p>Disruption:<br/>Some areas of communications are well equipped to deal with disruption but consistency across the team is required to accommodate that same ‘fleet of foot’ for all areas of communications.</p> <p>Key risks to business continuity are:</p> <ul style="list-style-type: none"> <li>- Major disruption to telecommunications and computer systems</li> <li>- Impact of natural disasters on key events such as unpredictable weather causing force majeure.</li> <li>- Major disruption to power supplies</li> <li>- Breakdown of equipment</li> <li>- Outbreak of disease (swine flu)</li> </ul>   |

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|  | <p>m-four works with a number of partners across all of its services and should the need arise would be able to call on them to ensure service delivery is maintained.</p> <p>Key staff in communications have CAG access in their homes which would assist in business continuity if places of work were affected.</p> |
|--|---|

### 8. Resilience and Recoverability Development Objectives

Please record all Resilience and Recoverability Development Objectives for the forthcoming business planning period:

| Thematic Area               | Risk being addressed  | Development objective   | Agreed actions  | Responsible Owner       | Target Date  |
|-----------------------------|---|---|---|-------------------------|--|
| Service Continuity Planning | Loss of access to buildings (TH, THX, Heron House, Daisy Mill) and in due course First Street | <p>Ensure we have a current list of</p> <ul style="list-style-type: none"> <li>- key staff</li> <li>- alternative suppliers to help us deliver if our buildings aren't accessible</li> <li>- ensure full CAG access is working for all key staff</li> <li>- Potential increase in blackberry use for key members of the team</li> </ul> | <ul style="list-style-type: none"> <li>- Send staff with remote capabilities home to work by agreement</li> <li>- Relocate where possible in alternative suppliers</li> </ul> | Heads of Service        | Immediate and ongoing                                      |
| Exercising and Maintaining  | BCP being maintained and reviewed   | To ensure BCP is up to date and fully reflects the service's current and ongoing needs  | Report BCP quarterly to management team   | Heads of Service        | Immediate and ongoing                                      |
| Incident Management         | Contingency arrangements for key activity   | To ensure all communications support mitigation of reputation damage in the event of an emergency   | Develop and update contingency plan on a regular basis  | Heads of Service        | June 2010  |
| ICT Resilience              | Risk to the server affecting software and files/data  | <p>Minimise potential disruption to IT equipment</p> <p>Corporate ICT to advise way forward</p>   | Carryout ICT advice and control within department   | ICT Development Officer | Respond immediately and carryout advice from Corporate ICT |
| People Resilience           | Key staff impacted  | Maximise flexibility across all   | New structures support  |                         | Ongoing  |

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|  |  | services with the promotion of remote access in the event of pandemic flu<br>Multi skilling staff and access to home working<br>Training | removes silos and develops flexible working<br>Clear three year training programme for each member of staff |  |  |
|--|--|--|---|--|--|