

Appendix 2: Action plan of communications activity for 2014/15

Communication Objective	Audience	Activity	Who	Estimated cost (excluding staff time)	When	Evaluation
Understand staff communication needs	All staff	a) Carry out a staff survey to obtain accurate opinions about the strengths and weaknesses of current internal communications. b) Set a baseline and improvement targets.	Policy/ Comms/ Workforce Strategy Group	----	Headline survey results by 15/4/14 Baseline and targets set by July 2014	Achieve at least 40% return rate on survey Baseline and target figures set.
Deliver a new intranet to help improve staff engagement and streamline business processes	Staff and councillors	a) Select best tender from procurement process b) Develop a project management plan c) Integrate with existing IT systems d) Develop a content management plan organised around the business and information needs of users e) Write new content f) Provide training to content	e-content editor/ comms/ GPGS intranet group/ IT	Depends on tenders.	a) April 2014 b) April 2014 c) May/June d) Up to June e) May/June f) April/May g) May h) June onwards i) Six months after new	Establish baseline and set targets for: i) Number of unique users ii) Number of page views iii) User satisfaction (based on user survey)

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Deliver a new intranet to help improve staff engagement and streamline business processes	Staff and councillors	<ul style="list-style-type: none"> g) authors/editors Design the layout of the site h) Establish analytics to monitor usage i) Communicate how to use the system to all staff and councillors j) Run user surveys to rate satisfaction and identify improvements 	e-content editor/ comms/ GPGS intranet group/ IT		intranet launched	
Develop alternative channels to communicate messages	All staff and councillors	a) Create a YouTube channel/Vimeo	Comms	----	Ongoing	Number of views of videos on YouTube/Vimeo
		b) Trial small scale use of video using Flip Cameras or mobile devices		£200-£300	By March 2015	
		c) Investigate obstacles to use of professional camera equipment and see if these can be overcome		N/A	From date of launch of new intranet site	Number of page views of intranet pages from links in email content
		d) Produce weekly bulletin of news to highlight new intranet content		-----	As above	
		e) Develop blogs, ask the boss/project manager on intranet		----	As above	Number of unique visitors to blogs
		f) Produce corporate		Will depend on number	Ongoing	

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Develop alternative channels to communicate messages	Frontline staff	posters to support internal communications campaigns g) Investigate use of text messaging as way of engaging frontline staff not on email	Comms	To be investigated	By Christmas 2014	Number of users/response rates
Ensure managers are more visible and devote time needed to internal communications	Managers	Consider introduction of 'back to the floor' sessions for senior managers as a way of encouraging two way communication	CMT/ service managers of bigger teams	-----	At least twice a year. Start date to be agreed	Staff feedback about sessions
Achieve a 'one council' approach to communications	Managers	All major projects to have a communications plan which details how the wider organisation will be kept updated before, during and at the end of the project and, where relevant, have the opportunity to comment and receive feedback on their ideas	Managers	-----	Ongoing	Feedback from staff

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Achieve staff buy-in of the new corporate values Achieve staff buy-in of the new corporate values	All staff	a) Produce posters of the new values.	Comms/ HR	£50	By May 2014	Set baseline and target figures for % of staff who understand our values as measured by the staff survey and electronic voting in team meetings/ workshops etc % of job descriptions which include values in them Feedback from staff induction sessions
	All staff	b) Update posters with case studies of staff delivering those values in their jobs			Ongoing after May 2014	
		c) Produce regular stories in the Borough Bulletin highlighting delivery of the values		----	Ongoing	
		d) Add a requirement to adopt values into all new job descriptions and, where possible, existing ones		-----	By August 2014 (tbc by Workforce Strategy Group)	
		e) Amend the staff induction process to focus on the values staff should be delivering when doing their jobs		-----	First induction session after April 2014	
Ensure gossip or rumour is not the primary source of news	All staff	a) Each service to produce a monthly forward plan of issues that will create internal and/or external	Heads of service/ Comms	----	Ongoing	Plans received. At least 20% more pro-active stories produced

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<p>Ensure gossip or rumour is not the primary source of news</p>	<p>All staff</p>	<p>communication needs to enable pro-active communications to be planned where possible</p> <p>b) Intranet authors/editors in each service to identify daily and weekly news stories from within their teams to communicate to staff</p>	<p>Intranet authors/ comms</p>	<p>-----</p>	<p>Ongoing</p>	<p>Number of hits for new stories on intranet</p>
<p>Ensure communication is two-way, regular, consistent and delivered through a mix of methods</p>	<p>Managers</p>	<p>a) Introduce a core brief system to support managers in identifying key issues and ensuring consistent messages are being given to staff</p> <p>b) Roll out use of anonymous electronic voting to get feedback</p>	<p>CMT/ Comms</p> <p>Managers/ Policy/ comms</p>	<p>-----</p> <p>-----</p>	<p>Monthly or quarterly depending on issues to communicate</p> <p>Will vary according to team meeting schedule</p>	<p>Call centre/admin staff to do random samples to test if message was received and understood</p> <p>Staff feedback</p>

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