

Customer Service and Communications (2007-2008)

Purpose

Developing and improving policies and processes to enable the Council to both communicate and actively engage with its internal and external stakeholders. Providing advice and support that assist services to communicate and consult with their users. Providing information about and opportunities for the community to influence and inform policy directions and decisions. Promoting the Council and its services locally, nationally and regionally.

Internal Communications

Communicating internal messages more effectively

Consultation

Residents of Buckinghamshire are consulted in a more effective and consistent way by all services to agreed standards and the results of consultation are being used to develop policy and improve service provision

External Communications (Design, Marketing and Media)

High quality design, marketing and media is being provided to the whole Council and measured by client satisfaction surveys

Web and Electronic Media

Web use is integral to all communications and consultation, and all publications are web enabled

Outcome 1: Internal communication

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Increase use of Team Brief	Increase use by 5% Increase managers' satisfaction by 3% Include it in the induction process	Target will be achieved	Review Team Brief process, make recommendations and implement Ensure that TB is evaluated through 2007 OHS	Increase use by 5% from 2007 numbers	0	Corporate Improvement Plan CPA Improvement Plan BV Communication & Consultation Customer First Strategy Corporate Plan
Enhance profile of communications service internally	Support corporate initiatives with 4 internal communication projects. Raise awareness of the service and promote	Target will be achieved	Support corporate initiatives with at least 4 internal communication projects and ensure that the work provided by Communications is	Support corporate initiatives with 4 internal communication projects thsoufe	0	BV Communication & Consultation Corporate Plan

	the BCC brand and good practice within other services		recognised. Quarterly article in Changing Times to promote service and support we provide, use desktop and induction.			
Increase readership of Changing Times	Increase average online readership to 1800 per issue. 12 issues of Changing Times per year. Investigate funding and delivery of a printed version. Benchmark with reader survey in OHS.	Target will be achieved	Review Changing Times, make recommendations and implement. 12 issues of Changing Times per year, plus `special` editions when requested.	Increase average online readership to 2200 per issue. 12 issues of Changing Times per year.	0	
Support the Achieving Top Performance programme	Support the planning and delivery of the ATP Awards and culture change programme	Target will be achieved	Deliver corporate roadshows and ATP Awards programme with all associated internal communication.	0	0	
Internal promotion to the management team	Promote the service and the support it can provide to the internal senior management team		Head of Service and Senior Management team to visit SD, Hos, Cabinet Members and new senior managers on an annual basis	Annual visits by Hos	Annual visits by Hos	

Outcome 2: Consultation

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Residents survey carried out every other year and BVPI 3 Customer Satisfaction survey every three years	Deliver a bi-annual residents survey and publish results Deliver BVPI customer satisfaction survey and publish/promote results	Target will be achieved	Residents Survey delivered	BVPI survey delivered in 2009	Residents survey delivered	BV Communication & Consultation
Consultation Strategy is reviewed and revised	Revised strategy written and signed off by consultation group, Resources Cabinet Member and Cabinet	Target will be achieved	Get final sign off for consultation strategy and promote internally and to partners	Review Consultation Strategy	Review Consultation Strategy	BV Communication & Consultation BV Social Inclusion
Co-ordinate the way we run public consultations	Use a council-wide group consultation group and consultation portal to publish co-	Group established and new software purchased and uploaded	Inbed the software, promote internally and externally, approach partners and encourage	Deliver joined up approach internally and externally.	0	BV Social Inclusion

	ordinated consultations.		involvement			
Deliver Council Tax consultation	Council Tax / budget consultation is delivered successfully	Target will be achieved	Council Tax / budget consultation is delivered successfully	Council Tax / budget consultation is delivered successfully	0	
Residents Panel is developed, maintained and used	Scope costing and demand for panel corporately	EMT suggested joint approach - consultation on which delayed implementation. Appointing implementation partner.	Agree contract with research company for delivering residents panel and promote internally and to partners	Encourage services and partners to use panel	0	Corporate Improvement Plan BV Social Inclusion
Consultation training for members of the consultation group	One training event per annum	Target will be achieved	One training event p.a.	One training event p.a.	0	Corporate Improvement Plan
Consult on the Diversity action plan	Establish how seldom heard groups want to be consulted and communicated with and then ensure that the team`s work reflect these findings	Target will be achieved	Implement the findings and recommendations from the consultation across the council	Review recommendations	0	BV Social Inclusion
Publish an annual programme by June of each year describing how you will be consulted or informed on all major issues	Use consultation portal to inform of past, current and future consultations	Target will be achieved	Consultation Portal to be available on the public website, visitor numbers to be monitored and software promoted internally and externally.	Review use of consultation portal, make recommendations for improvement and implement.	0	Council Aim Targets - Refresh 2006
Publish on the County Council`s Consultation website within 2 months of each consultation a report describing how your views have informed/influenced the decision making process. (Aim 1a (ii))	Yes	Most services are complying with this but not all. Target is increasingly being complied with however	Aim for publishing reports within two months using the consultation portal	Yes	0	Council Aim Targets - Refresh 2006

Outcome 3: External communication (design, marketing and media)

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
A to Z of Council Services for the whole county	Review of existing method and effectiveness. Deliver revised product as a result of the review	Target will be achieved	A-Z for BCC produced, with overview of service areas. More detailed version to be published on the website. Distribute hard copies and promote in June Buckinghamshire times. Investigate potential for partnership publications.	Revised edition produced in partnership with districts.	0	BV Communication & Consultation
Six new external marketing campaigns are delivered	Six new external marketing campaigns delivered. Services supported to deliver their own campaigns.	Target will be achieved	Six new external marketing campaigns delivered working with service areas. Services supported to deliver their own campaigns. Review campaigns and investigate making the marketing service a fee earning service.	Six new external corporate marketing campaigns delivered. Services supported to deliver their own campaigns.	0	
Guidelines for marketing and branding produced for the intranet	Guidelines for marketing and developed, launched and communicated.	Target will be achieved	Guidelines produced and published on the intranet	Review of the guidelines conducted and recommendations are implemented	0	BV Communication & Consultation
Improve targetting of Media training	Develop new more intensive media training packages.	Target will be achieved	Review progress and develop new content.	Review progress and develop new content.		
Services have their own media strategy and schedule	Increase the number of services that have a media strategy incorporated into their service plan.	Most will by next financial year - also being dealt with in communications audit	Review effectiveness of communications with services.	Review relationships with service's own communication strategies.	0	
BCC is represented at key events and conferences	BCC presence at Bucks County Show if budget allows. Review of attendance at national local government conferences. Conference speakers booklet is updated annually.	Some success	BCC presence at The County Show plus at least three other events if budget allows. Review of attendance at events and conferences to improve representation. BCC branded event materials managed and available to all.	BCC presence at Bucks County Show if budget allows. Review of attendance at national local government conferences. Conference speakers booklet is produced and distributed to key conference organisers.	0	

Wider Communications Group is developed	Create separate group for consultation, web and marketing and Pr specialists.	Target will be achieved	Web and consultation groups to be established and meet regularly Review use of council wide communications group and change according to the service review recommendations	0	0	BV Communication & Consultation
Publish at least 4 editions of the Buckinghamshire times per year, at one third advertising and two thirds editorial	4	4	4	4	4	BV Communication & Consultation
Buckinghamshire times is distributed over 90% of the County	90%	97%	92%	95%	95%	BV Communication & Consultation
Make full use of our website as a communication and customer service channel	Make full use of the opportunities presented by the web. Develop electronic access channels	Target will be achieved	Scope transaction possibilities and begin to monitor usage and feedback, then develop	Increase take-up, continuous quality improvements	0	BV Communication & Consultation
Promote the council` s role as a community leader	Promote the council` s role as a community Leader by playing a full part in the GC2C strategy.		Promote the council` s role as a community Leader by playing a full part in the GC2C strategy and making full use of the website for consultation, events and news	Promote the council` s role as a community Leader by playing a full part in the GC2C strategy.	0	BV Communication & Consultation
Emergency Planning	Ensure team is adequately equipped for emergencies	Target will be achieved	Equip office to deliver the emergency plan. Train new colleagues to publish on web during emergency.	0	0	BV Communication & Consultation
Support services in developing positive PR opportunities	At least ten positive PR opportunities developed a month	Target will be achieved	At least ten positive PR opportunities developed a month	At least ten positive PR opportunities developed a month	At least ten positive PR opportunities developed a month	
Build on good relations with local media	Target key media and make personal visits	Target will be achieved	Target key media and make personal visits	Target key media and make personal visits	Target key media and make personal visits	
Develop relationships with national local government media	Personally visit LGC, MJ and LG first	Target will be achieved	Personally visit LGC, MJ and LG first	Personally visit LGC, MJ and LG first		
Publicise community leaders` fund	Support members in getting publicity for the fund	Target will be achieved Despite offers of support some members have not taken this up. Team to pursue before purdah period.	Support members in getting publicity for the fund	Support members in getting publicity for the fund	0	

Improve response rate to media	Answer at least 70 per cent of queries within two hours	71% achieved	Answer at least 70 per cent of queries within two hours	Answer at least 70 per cent of queries within two hours	0	
Improve the council's national profile	To continue to encourage all services to provide positive publicity ideas for national coverage - specifically target specialist local government and professional press.	Target will be achieved	Target national local government and specialist publications for services. At least six articles a year in these publications.	Target national local government and specialist publications for services. At least six articles a year in these publications.	0	
Develop the Council's public website to be more accessible by those at risk of social exclusion	Set up a service wide equality action group	Target will be achieved	Use of templates in new CMS Ensure AA accessibility together with plain English training for Editors	Continue training formally and ad hoc. Carry out full accessibility audit and resolve any issues found	Re-audit and continue training	BV Social Inclusion
100% of services represented on the County Council's website (Aim 2c(i))	100%	100%	100%	100%	0%	Council Aim Targets - Refresh 2006
Ensure that Council publications include information about how to get a copy in a language other than English and in other formats. (Aim 2c (iii))	Yes	This is not deliverable until the communications audit has been delivered. There is no compulsion for services to comply with this currently.	Countywide publications to be available in an inclusive design formats (example Bucks Times) Inclusive design available to all	Yes	0	Council Aim Targets - Refresh 2006
Establish and maintain contact with LGA CommsNet support staff to enhance national coverage of the council			Organise visit from CommsNet staff to whole media and PR team	Meet CommsNet	Meet CommsNet	
Deliver enhanced media and PR support for transportation service through half funding for one communications officer			Continue to support service through bi-weekly media and weekly KTOG meetings and general support/advice on media and PR work	Continue to support service through bi-weekly media and weekly KTOG meetings and general support/advice on media and PR work	0	
Support SECL media and PR work to gain national coverage of Buckinghamshire's role	Continue inputting advice and support to this body		Continue inputting advice and support to this body	Continue inputting advice and support to this body	0	
Work more effectively with schools	Provide media and pr support for schools	Due to lack of funding from schools service, the media and pr team had to limit schools support to crisis media and pr work this year	Work with Children's Service Strategic Director to achieve funding for a full time media and pr officer to enhance support to schools	Deliver enhanced support to schools through full time funded schools media and pr officer	0	

Provide marcomms, media and PR support to AVA			Improve communication and cooperation with AVA and AVDC to achieve better joined up marketing in this area	0	0	
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Outcome 4: Design

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Lead on corporate branding	A review of printed materials produced outside the service. Develop phase 2 of corporate guidelines.	Target will be achieved	Review, develop and police the BCC brand across all design work	review, develop and police the BCC brand across all design work	0	
Provide a high quality and good value service	Benchmark quality / price against external comparable design consultancies and other county councils. Enter Design effectiveness award scheme. Conduct a benchmarking exercise	Target will be achieved	Review business practices and service in view of benchmarking exercise. Enter design effectiveness award scheme and one other scheme relating to quality of design.	Review business practices and service in view of benchmarking exercise. Enter design effectiveness award scheme and one other scheme relating to quality of design.		
Meet financial targets	Break even.	Target will be achieved	Break even	Break even		
Raise profile of the service	Launch design team customer website and produce internal and external communications plan.	Target will be achieved	Review website and increase functionality	Review website and increase functionality		

Outcome 5: Effective Team Performance

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Enter 3 national awards	Enter 3 national or international awards for PR, design and marketing.	Entered LGC Awards. Did not have capacity to enter more	Enter 3 national or international awards for PR, design and marketing.	Enter 3 national or international awards for PR, design and marketing.		
Refresh the Communications Service Review	Deliver Comms audit to LAG		Follow recommendations of service review	Revisit the service review and update	0	
Customer satisfaction	80% of customers rate our service 4/5.	Target will be achieved	83% of customers rate our service 4/5	85% of customers rate our service 4/5		BV Communication & Consultation
Consultation						Corporate Plan LPSA2

Review the way the team works together	Review team working and test the values matrix	Target will be achieved	Review team working and test the values matrix	Review team working and test the values matrix		BV Communication & Consultation
Deliver an agreed Waste Communications strategy	Deliver the strategy on budget and to deadline	Target will be achieved	Deliver the strategy on time and to budget	Deliver the strategy on time and to budget	0	Environmental Sustainability
Explore options for partnership working in light of the pathfinder bid	Explore options for partnership working in light of the pathfinder bid	Attending monthly partnership meetings	Scope options for working together on communications and consultation. Produce communications plan in partnership with the district heads of communications.	Scope options	Scope options	

Further Service Plan Information:

Associated Plans:

Accountable Officer
Carl Welham

Strategic Director
Ian Trenholm

Cabinet Member
Frank Downes

Associated Resource Plan: