

CASSI Review of Communications

Service Position Statement

Service baseline / Initial Challenge Guidance	Media Relations	Internal Communications	Marketing	Branding
<p><u>Description of current service</u></p> <p>Baseline</p> <p>1. Who provides the service?</p> <p>2. History how service was formed and why it exists</p> <p>3. How is the service provided?</p>	<p>See <i>Appendix 1</i></p> <p>The Borough Council has included a communications service since inception.</p> <p>The Corporate team provides PR support and advice across the council and directly delivers:</p>	<p>See <i>Appendix 1</i></p> <p>The internal communications activity does not exist as a discrete function. See Appendix 1</p> <p>The Corporate team</p> <ul style="list-style-type: none"> -produce 12 editions p.a. of "Keeping You In Touch" -The "Message of the Day" service 	<p>See <i>Appendix 1</i></p> <p>The Communications service has included some elements of corporate and service marketing since inception.</p> <p>The marketing team within D&NS was formed in 1999 as a result of specific needs associated with project and events activity.</p> <p>The Corporate team:</p> <ul style="list-style-type: none"> -Produce 6 editions p.a. of "Stockton News". - The A-Z guide to services - The electronic image library. 	<p>See <i>Appendix 1</i></p> <p>The branding activity does not exist as a discrete function. See Appendix 1</p> <p>Early work on branding Stockton-on-Tees as a Borough has been undertaken by the Regeneration team</p>

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	<p>- Press Office function to co-ordinate messages issued by the Council (approx 700 news releases p.a & 1,200 media enquiries p.a.)</p> <p>- Support on issues management.</p> <p>- Communications role in crisis management</p>	<p>-Support to specific HR campaigns eg. Smoking cessation, Single status, employee survey.</p> <p>The Xentrall team maintain the intranet to provide employee information.</p> <p>Various HR, Service and team newsletters are produced for specific issues or groups of employees.</p>	<p>The D&NS Marketing team lead marketing campaigns and produce marketing materials for various events and council campaigns eg. Reputation campaign, Infinity Spring Festival, Christmas Festival, Recycling campaign etc.</p> <p>The Xentrall Design and Print service offer a design & print service across the Council.</p> <p>Web-site design and content management work is carried out in Xentrall and in D&NS by the Systems Development Officer. Various micro-sites have been commissioned and are managed by staff across the Service Groups.</p> <p>External Marketing services are bought for specific projects eg. Marketing for major events such as SIRF, design work, artwork, council campaigns etc.</p> <p>There is an increased need to “sell” the message about what</p>	<p>supported by external branding and design advisors.</p> <p>The promotion of tourism within the borough is provided by the team of 2 in Regeneration. This work is carried out in conjunction with vistTeesvalley on a sub-regional basis.</p> <p>The branding of the Council itself is covered by a corporate ID manual and a writing style guide. The promotion of the brand has not been actively pursued.</p>
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<p>4. What influences impact on the service (political social economical, technological)?</p>	<p>There are increased demands on the service as a result of:</p> <p>Financial pressures faced by the media (esp. local media) increasingly this gives us the opportunity to deliver more information to all forms of media for their use. Effectively providing news content. There is also a competing pressure associated with the financial constraints on local media which has resulted in reduced size of newspapers now more than ever there is a need to provide good quality content to compete for fewer pages.</p> <p>Rapidly emerging new forms of media – there is increasing demand for more content and more forms of content eg. Internet provided coverage and social media. The fragmentation of media sources puts a greater demand on the team to provide information to more providers in</p>	<p>There are increased demands on the service due to the changes and pressures associated with the economic climate and the associated EIT review. Effective internal communications are needed to inform staff about the outcome of EIT reviews.</p> <p>Improved communications also have a direct role in enabling more efficient working through “joined-up” approaches to service delivery and through unlocking more potential from all staff within the organisation.</p> <p>The increased use of technology within communications has led to an increase of the volume of information being spread widely around the council, this has serious consequences for security, the capacity of the IT</p>	<p>the Council is doing particularly at a time of potential contraction/ reconfiguration in services due to the economic situation. The increased importance of public assessment of services in CAA also requires investment in communication.</p>	<p>The promotion of Stockton as a good place to invest, live, work, study and visit is even more important in a time of economic contraction. The economic climate provides additional challenges in attracting investment due to overall scarcity however the climate also provides a timely opportunity to promote the savings and values associated with relocating from more expensive parts of the country.</p> <p>The increased importance of total place assessment requires an underlying investment in promotion of Stockton as a place. The presentation of a positive image for Stockton as a borough will feed through in general feelings of wellbeing about the area.</p> <p>The increasing delivery of</p>
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	<p>more formats.</p> <p>Increased levels of expectation from the public, there is a growing demand to be more informed about the services we provide and to get this information quicker.</p> <p>The Freedom of Information Act has created increased demands for information about public services.</p> <p>The political problems associated with governance and probity at a national level has led to increased demands for information about public services.</p> <p>Developments in CAA and community empowerment policy increase pressure on communications service to make sure that people are informed about the services we provide in order that they can be effectively involved.</p> <p>There are no recent, formal evaluations of the media relations</p>	<p>systems and increases the risk that really important information is missed amongst the volume of data being transferred.</p> <p>The 2008 Employee Survey included 6 questions about</p>		<p>services through partner organisations such as Tees Active, through third sector organisations and through joint initiatives with other public sector organisations such as the PCT and the police etc. makes it more important to be clear about the promotion of the Council brand. It is increasingly difficult for the public to identify the Council's role in delivery of public services.</p> <p>There has been no formal evaluation of the service.</p>
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<p>5. How does the service perform?</p>	<p>function. The most recent internal audit report was issued on 1 August 2007. This audit was generally positive with only minor recommendations for improvement noted.</p> <p>The performance of the current service has been reviewed with both internal customers and external partners as part of this review. In general the service was characterized as solid, reliable and steady. No major problems were noted although the scope for more pro-active media activity was widely noted.</p>	<p>internal communications. Overall the results were positive, although there were variations across the services. On the key question of whether employees felt they were kept informed about things which affected them 70% gave a positive reply. This compares with a median score of 50% across other local authorities and 50% across a range of public and private sector organisations.</p> <p>A summary of key findings is included in <i>Appendix 2</i></p> <p>As part of this review we have followed up the employee survey with 2 focus group meetings to discuss the findings, particularly with services where problems were identified. The general positive tone was reinforced in these sessions. A summary of</p>	<p>There has been no formal evaluation of the entire marketing function. However aspects of the service have been assessed and have generally been supported</p> <p>The 2008 Ipsos MORI survey found that 59% of Stockton residents felt well informed about the council. This result was in line with recent years (60% in 2006, 61% in 2004 and 50% in 2002.</p> <p>The 2008 MORI survey shows that 88% of residents had seen Stockton News and 84% found it useful. 24% of residents had accessed the website in the last 6 months; 86% had found it helpful.</p> <p>A 2007 Viewpoint Survey on A-Z Guide to Council Services found that 87% of those surveyed found it a useful tool and 95% said that it was value for money.</p> <p>The Socitm "Better Connected"</p>	
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		<p>these focus group meeting is included in <i>Appendix 2</i>. A further focus session is planned to discuss the results with the service areas with particularly high levels of satisfaction with communication to ensure that we learn any important positive lessons for wider use.</p> <p>The latest formal review of KYIT took place in 2005. It identified that 83% of staff read KYIT and 86% of staff were very or fairly satisfied with it.</p> <p>Members have been consulted as part of this review. To date 33 Members have been interviewed about communications to understand better what they expect to hear about, what they would like to hear about, how and when</p>	<p>review of Council Web-sites was published in April 2009. This commended the Stockton site for accessibility.</p>	
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		<p>they want to hear about things, the feed-back mechanisms and their overall view of the current service. The findings are summarized in <i>Appendix 3</i>. Valuable information about content areas and general suggestions about how we might improve the problem of too much information flow have been identified. There is a general level of satisfaction with the service but many areas for improvement.</p> <p>The April 2008 Corporate Assessment finds that “there is a high level of awareness of Council priorities and goals among the workforce: this becomes stronger for service priorities”</p> <p>See cost summary below</p>		
	The April 2008 Corporate			There is no reference to branding in the Corporate

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<p>6. What does inspection tell us about this service?</p>	<p>Assessment does not make any specific reference to communications. There is a general acknowledgement in the assessment that the public have a positive view of the council and therefore it can be inferred that the communication function is operating reliably.</p> <p>See cost summary below.</p>	<p>The internal communications function holds no major assets other than usual office equipment.</p> <p>There is a lack of clarity about who is responsible for internal communications and what the organisation wants to achieve from it. This manifests itself in lost opportunity and inefficiency as duplication of communication effort happens across the organisation as services attempt to undertake effective communication themselves.</p>	<p>The April 2008 Corporate Assessment does not make any specific reference to communications. There is a general acknowledgement in the assessment that the public have a positive view of the council and therefore it can be inferred that the marketing function is operating reliably.</p> <p>See cost summary below</p>	<p>Assessment.</p> <p>See cost summary below.</p>
<p>7. What resources are used?</p>	<p>The media relations function holds no major assets other than usual office equipment.</p>	<p>The branding function holds no major assets other than usual office equipment.</p>	<p>The net book value of the Design and Print Assets is [£ tbc] . This includes a recently acquired digital printer £300k.</p>	<p>The branding function holds no major assets other than usual office equipment.</p>
<p>8. What assets are used to deliver the current service?</p>	<p>The delivery of a high quality media service is hampered by the lack of a clear statement of the position, role and importance of the function within the organisation. There are varying degrees of “buy-in” to the service depending upon individuals therefore the priority given to media related work varies across</p>	<p>Effective internal communications are hampered by the fact that too much information is spread indiscriminately around the organisation. A reduction in the amount of information sent and more</p>	<p>The marketing functions are dispersed across various service areas consequently there is little co-ordination of activity, this is limiting the effectiveness of marketing effort.</p> <p>There is no clear agreement about what is an appropriate</p>	<p>There is a lack of clarity about what the Council brand is and to what extent the organisation wishes to promote it. A clear overall aim will then allow for an appropriate strategy to be developed.</p> <p>A decision about whether the Council should carry</p>

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<p>9. Are there any limitations or barriers affecting the delivery of the service?</p>	<p>service areas. A clear statement of corporate intent and priority would help to resolve this issue. This statement of intent needs to be backed up with the appointment of a senior head of communications to lead and guide the team to deliver the corporate aims.</p> <p>N/A</p> <p>Yes. The service could be provided</p>	<p>clarity on the storing of information would make the information that is sent more effective.</p> <p>N/A</p> <p>Yes. The in house newsletter and the intranet could be provided and maintained by external agencies or through a different internal organizational structure.</p>	<p>level of marketing activity for the Council. There is some nervousness that the social marketing campaign could be perceived as “spin” or commercially motivated and therefore as inappropriate. The development of a marketing strategy and guidelines would fulfil the important function of agreeing what level of activity the organisation is comfortable with.</p> <p>N/A</p> <p>Yes. All marketing services could be provided by an agency or from</p>	<p>out branding of Stockton as a place has not been made at a corporate level.</p> <p>The tourism promotion work is limited by the lack of a clear relationship with the sub-regional tourism team.</p> <p>N/A</p> <p>Yes. All branding services could be provided by an external agency. Tourism promotion could be provided more directly by</p>
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<p>10. If the service is outsourced or provided by a third party, how are service standards monitored</p> <p>Challenge</p> <p>11. Could the service be provided through a different mechanism?</p>	<p>through</p> <ul style="list-style-type: none"> • An agency • A partner arrangement with another organisation • Through a team of devolved PR officers within individual service areas 		<p>a centralized team operating within the Council.</p>	<p>the regional tourism team.</p>
<p>Customer</p> <p>Baseline</p> <p>12. Who are the customers what are their needs now?</p> <p>13. How are service users consulted and how do their views shape delivery?</p>	<p>Internal customers – members and staff External customers – media suppliers and the public</p> <p>Customers needs for a timely responsive service to meet media enquiries and issue media releases are currently being met.</p> <p>There is no formal consultation with service users.</p>	<p>Members and Staff need timely, accurate information about the organisation to inform, inspire them.</p> <p>Staff are consulted through the Employee Survey.</p>	<p>The public need timely, easily accessible information about the Council and about Council campaigns and events.</p> <p>There is no formal consultation with service users.</p>	<p>Inward investors, tourists, businesses and local residents</p> <p>There is no formal consultation.</p>

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<p>14. How satisfied are the customers?</p>	<p>See Q5 above.</p>	<p>See Q5 above.</p>	<p>See Q5 above.</p>	<p>See Q5 above.</p>
<p>15. How do you communicate with your users?</p>	<p>There are no formal communication channels. Media enquiries and releases are handled primarily by telephone and email. There is a monthly meeting between the Council Chief Executive, regular one-to-one journalist briefings and a key media partner and more infrequent meetings with other partners.</p>	<p>There are no formal communication channels other than through the service itself.</p>	<p>There are no formal communication channels other than through the service itself.</p>	<p>There are no formal communication channels.</p>
<p>16. How are these services promoted / marketed?</p>	<p>The service is not heavily marketed. However the importance of positive media relations has been promoted recently through Setting the Standard sessions and through attendance at service management team meetings. Member sessions are held after each election to explain the service.</p> <p>See Q5 above.</p>	<p>The service is not heavily marketed. Information on how to submit items to KYIT is promoted on the cover of each edition.</p>	<p>The service is not heavily marketed. The D&P service have undertaken some internal marketing activity.</p>	<p>The service is not marketed.</p>

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<p>17. What do Viewpoint Surveys/ internal audit reports tell us about the service?</p>		See Q5 above.	See Q5 above.	
<p>Challenge</p> <p>18. Are there customers who could use the service but don't?</p>	<p>Yes.</p> <ul style="list-style-type: none"> • The service could be used more widely by employees and members for the dissemination of positive media stories. • The service could be used more extensively by third sector and partner organisations to promote issues which are of general importance to the borough. <p>No.</p>	Yes the service could be used more widely by employees and members.	Yes the service could be used more widely by employees and members.	<p>A Viewpoint Survey conducted in 2001 found that 95% of respondents felt that a strong identity and positive image was important.</p> <p>Yes the service is not widely developed yet.</p>
<p>19. Are there customers using the service who shouldn't be?</p>	<p>No.</p> <p>There is likely to be an increase in demand for the service in the future due to:</p> <ul style="list-style-type: none"> • The financial pressure faced by local media 	No.	No.	No.
<p>20. Who are the customers</p>		There is likely to be an increase in demand for the	There is likely to be an increase in	

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<p>of the future and what are their needs? And, 21. What is the likely demand for these services in the future?</p>	<p>organisations. The cut backs in local press, radio and television creates both a challenge and an opportunity to provide transmission/print ready stories. An active media team must now provide high quality content to compete for fewer spaces but has more control of the content.</p> <ul style="list-style-type: none"> • The increased demand for news directly from the public and business through new forms of media. <p>There are no formal records of complaints or compliments about the service.</p>	<p>service due to the changes which will come about as part of the EIT reviews. Internal Communication is vital during a period of change and increases in cross service working are likely to arise as a result of the reviews.</p>	<p>the demand for the web-site service due to the changes which result from the EIT review and as result of the new opportunities and demands arising from social media such as Twitter and Facebook etc.</p>	<p>There is likely to be an increase in demand for information about the area as a result of the current economic climate.</p>
<p>22. What do complaints/ compliments tell you about these services?</p>	<p>There are no formal records of complaints or compliments about the service.</p>	<p>There are no formal records of complaints or compliments about the service.</p>	<p>There are no formal records of complaints or compliments about the service.</p>	<p>There are no formal records of complaints or compliments about the</p>

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				service.
<u>Aims & Objectives</u>				
Baseline				
23. Is the service required by statute?	No	No	No	No
24. Is there a statutory level of service?	No	No	No	No
25. Is the service responsive or proactive or a mixture?	A mixture.	A mixture	A mixture	Proactive
Challenge				
26. Is the service needed?	Yes. A minimal/purely reactive media service will always be required to communicate statutory notices, issue essential news release, respond to media enquiries and to carry out the communications role in emergency situations. A more pro-active media Service is, in theory, discretionary, however the well accepted link between measured success and	Yes. Some effective level of Internal communications are essential in a large organisation.	Yes. The website function has become an indispensable Council service. The LGA Survey of local authority newsletter/magazines 2009 found that 95% of all respondent authorities produced a regular newsletter/magazine (97% of unitaries) and that 79% produced their newsletter up to 6 times a year.	Yes. Tourism and inward investment information requirements are well established.

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<p>27. What would happen if the service was not provided either in whole or part?</p>	<p>perception is so strong that In reality all organisations provide some degree of pro-active media service.</p> <p>If the service did not exist the media function would have to be carried out by individual services this would lead to a loss of consistency of message and inefficiencies with a resulting fall in reputation.</p>	<p>Failure to deliver the service would result in reduced efficiencies, a reduction in service delivery standards & a fall in staff morale.</p>	<p>Failure to market the council services would mean that residents were less well informed about the council this would in turn lead to a drop in satisfaction with the Council. The 2008 Ipsos MORI survey found that the 76% of respondents who felt well informed about the council were also satisfied with the council. Whereas only 47% of those who were not informed about the council were satisfied.</p> <p>Failure to deliver the website service would lead to increased costs for the Council as the public would require more staff time to get the information it required. The Socatim report indicates that local government enquiries cost 17p via the web, £4 by phone and £7.81 for a face to face enquiry.</p>	<p>Lost investment opportunities.</p>
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<p>28. How would the service react to new pressures what capacity would be required to deal with additional / new demands?</p> <p>29. Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc?</p>	<p>The service can adapt to meet the new pressures from new technology and increased demand by reorganising, specialising and tightening the focus of the media team. These changes would take place as part of a wider exercise to centralize all communications activity.</p> <p>Some private sector organisation use PR agencies to deliver this service. However we have not been able to find a major public sector organisation that uses an external service. Many organisations use external PR agencies to supplement their internal organisations but there seems to be a desire to control the corporate message closely with an internal team.</p>	<p>The service can adapt to meet new demands through better co-ordination of all internal communication functions and a clearer identification of its aims.</p> <p>Many organisations outsource the production of the in-house magazine/newsletter.</p>	<p>The service can adapt to meet new demands through better planning, co-ordination of all marketing activities and a clearer identification of its aims.</p> <p>Many organisations, including some councils outsource the production of their magazine/newsletter, the design and maintenance of the website and the marketing of specific events and campaigns.</p>	<p>The service does not really exist any expansion would require additional investment.</p> <p>Many organisations outsource this function to specialised branding agencies.</p>
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<u>Relevance / Context</u>				
30. How does the service fit with the overall aims of the Council?	The service provides support to the overall aims of the Council.	The service provides support to the overall aims of the Council.	The service provides support to the overall aims of the Council.	<p>The role of branding the area is an overall aim of the Council. It is essential that the Council provides overall leadership in shaping the place and setting a vision for the Borough.</p> <p>The service provides support to the overall aims of the Council, especially the key theme of economic regeneration and transport and the supporting theme of stronger communities.</p> <p>The service supports all key policy areas.</p>
31. How does the service contribute to key policy areas?	The service supports all key policy areas.	The service supports all key policy areas.	The service supports all key policy areas.	<p>The LGA "Reputation Campaign" identifies 5 key communication actions including "Ensure the council brand is consistently linked to services"</p>
32. What policies, plans and strategies impact on the service e.g. statutory, policy, function, other services?	The Local Government Act 1986 provides guidance on the definition of publicity and imposes restrictions on political publicity.	The LGA "Reputation Campaign" identifies 5 key communication actions including " Good internal	The LGA "Reputation Campaign" identifies 5 key communication actions including "Provide and A-Z guide to Council Services" and "Publish a regular council	

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<p>33. Are there any political judgements / decisions involved in determining the level of service?</p>	<p>The Local Government Act 1988 introduced a code of conduct on Local Government publicity. Other relevant legislation includes The Data Protection Act 1998, The Freedom of Information Act 2000, The Environmental Information Regulations 2004 and the Copyright, Designs and Patents Act 1988.</p> <p>The Council follows the Chartered Institute of Public Relations Code of Conduct in it's communications activities.</p> <p>The LGA "Reputation Campaign" identifies 5 key communication actions including effective media management.</p> <p>There is a key question of judgement about the role of media relations in the organisation which can be boiled down to whether the organisation wishes to provide a pro-active service which actively feed stories to the media or a minimal purely reactive service. This judgement depends upon whether the organisation is convinced by the</p>	<p>communications – make sure staff and members are well informed”</p> <p>No</p>	<p>magazine or newspaper to inform residents”</p> <p>There is a political judgement to be made about what is an acceptable level of social marketing and promotional work. There is a clear role for politicians in the front line to provide judgement on what will be locally acceptable and appropriate.</p>	<p>No</p>
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	benefits of positive media coverage.			
<p><u>Financial / Resource considerations</u></p> <p>34. What are the capital and revenue costs of the service?</p> <p>35. What is the level of 3rd party expenditure?</p>	<p>The 2009/10 budget for media relations is £317k. There is minimal capital expenditure. This costing does not include an assessment of the cost associated with the staff time in other services providing information for media purposes.</p> <p>There is minimal 3rd Party expenditure on media relations. All spend is included in Q34 above.</p>	<p>The 2009/10 budget for internal communications is £103k. There is minimal capital expenditure. This costing does not include an assessment of the cost associated with the staff time in other services.</p> <p>There is minimal 3rd Party expenditure on internal communications. All spend is included in Q34 above.</p> <p>There are no major</p>	<p>The 2009/10 service budget for marketing is £854k. There is minimal capital expenditure. This costing does not include major items of 3rd party expenditure (see Q35 below).</p> <p>There is significant 3rd Party expenditure on advertising, marketing, design and print services. The total spend of £1.63m in 2008/9 and £1.55m in 2007/8 is notable due to the lack of centralized buying and the high number of suppliers.</p>	<p>The 2009/10 service budget for branding is £117k. There is minimal capital expenditure.</p> <p>The limited branding work has been designed by a 3rd party supplier £40k</p>

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<p>36. What contracts or other arrangements are in place (spend analysis)?</p>	<p>There are no major contracts in place.</p>	<p>contracts in place.</p>	<p>There are no major contracts in place.</p>	<p>There are no major contracts in place.</p>
<p>37. What is the Council commitment to the contracts/ other arrangements?</p>	<p>None</p>	<p>None</p>	<p>None</p>	<p>None</p>
<p>38. Do you have any charging policies?</p>	<p>No</p>	<p>No</p>	<p>A charging policy exists for Advertising in Stockton News.</p>	<p>No</p>
<p>39. How have Gershon efficiency savings impacted on the service and how were the service planning to meet future Gershon efficiency targets?</p>	<p>The service is facing increasing demands as outlined above. The service can only deliver efficiency savings by working more efficiently within the team (possibly by specialising) and by improving communication with other services.</p>	<p>The formal internal communications limited and, there are few opportunities for efficiencies. A saving in management time across the services could be achieved if a more effective co-ordinated internal communications service were provided.</p>	<p>The marketing functions have not been reviewed as a whole until now due to the dispersed nature of activities.</p>	<p>The branding activities have not been reviewed.</p>
<p>40. How will the current financial climate affect the</p>	<p>The current financial climate will increase demand for the service due to the increased demands on</p>	<p>The current financial climate will lead to an increase in demand for the service due to an increase</p>	<p>The current financial climate should lead to an increased focus on the website and other information services such as</p>	<p>The current financial</p>

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<p>service?</p> <p>Challenge</p> <p>41. How can you demonstrate that the service is cost effective?</p>	<p>external media and due to increased demand for information from the Council.</p> <p>It is difficult to draw comparisons with other Local Authorities because of the difference in configuration of the service. The peer group comparison information available does not include media services.</p> <p>A comparison of the number of staff involved in media relations activities indicates that the Council is at the higher end. A more common pattern seems to be fewer more senior press staff.</p> <p>The service needs to start measuring the effectiveness of it's communications activity.</p>	<p>in uncertainty associated with the EIT reviews.</p> <p>It is difficult to draw comparisons with other Local Authorities because of the difference in configuration of the service. The peer group comparison information available does not include internal communications. The overall cost of the service is low.</p>	<p>Stockton News as a means of providing efficient contact with the council. Improvements in these services will lead to reduction in avoidable contact and an increase in self service for enquiries.</p> <p>It is difficult to draw comparisons with other Local Authorities because of the difference in configuration of the service. The peer group comparison information available does not include marketing. The LGA Survey of local authority newsletters/magazines 2009 indicates that the average cost of a newsletter is £70,000 and requires the equivalent of one full time person to produce it. The cost in Stockton is slightly lower than the average.</p> <p>The service needs to consistently measure the effectiveness of all marketing activity.</p>	<p>climate should lead to an increased focus in the area. The attraction of inward investment and tourism is particularly important in the current climate.</p> <p>It is difficult to draw comparisons with other Local Authorities because of the difference in configuration of the service. The peer group comparison information available does not include branding activities.</p>
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<p>42. Do external contracts offer value for money?</p>	<p>N/A</p>	<p>N/A</p>	<p>This is difficult to assess due to the one off nature of many of the marketing contracts although it is unlikely that the purchase of many 3rd party services by separate teams across the Council is delivering best value. Co-ordination of buying through a corporate procurement process could deliver savings.</p>	<p>N/A</p>
<p><u>Service Drivers</u></p> <p>43. What do we need to change and why?</p>	<p>We need to clarify whether we wish to offer a proactive positive media relations service or a minimal reactive service. Once this decision is made the secondary decisions about where the communications team sits, where the head of communications role sits and the size and organizational arrangement of the team are more straightforward. The current service, whilst generally performing well, lacks this clarity and direction and could be improved to be more fit for</p>	<p>We need to make sure that we are getting the most from our internal communications activity. The service lacks a strategic focus and consequently the organisation is missing an opportunity to support and influence staff. We also need to ensure that the service is capable of meeting the increased demands which will be placed upon it as a result of the EIT reviews.</p>	<p>We need to co-ordinate marketing activity across the Council in order to improve the service by providing an overall marketing strategy. This co-ordination will also lead to savings from more efficient procurement activity. We also need to treat the website as a corporate asset and manage it corporately to ensure that the quality and coverage of its content is even across the organisation.</p>	<p>We need to co-ordinate branding and promotional work with other communications activities to ensure a consistency of message. We also need to decide whether we wish to play a role in branding the Borough as a place separate from the branding work associated with the council itself. The costs and benefits of such a campaign should be weighed carefully.</p>

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<p>44. What are the main drivers of change?</p>	<p>purpose.</p> <p>We need to raise awareness of the value and importance of media relations across the organisation to ensure that it is considered at an earlier stage in service planning and given broad support.</p> <p>The main drivers of change are increased demands from local media providers, new technologies and higher expectations from the public. Increased demand due to the financial climate and the need to communicate well the changes which will result from the efficiency reviews across the council.</p>	<p>The main drivers of change are</p> <ul style="list-style-type: none"> • increased demand arising from the EIT reviews • the chance to improve the service through the input of strategic direction and leadership. • The need to reduce the strain on IT systems associated 	<p>We then need to assess this consolidated team to ensure that it is fit for purpose. This requires a decisions about the corporate aims and ambitions for marketing the Council. Depending on the outcome of this decision it may be that the there needs to be an increase in the expertise and senior management time invested in this area.</p> <p>The main driver of change is to ensure that the savings from centralized buying of marketing services is achieved. The co-ordination of activity will also deliver an improvement in the quality of the service through delivery of a consistent approach and standards. The raised profile of the website will lead to an improvement in it's content and efficiencies delivered by reduced demand for customer service time.</p> <p>The increasing importance of perceptions in assessment</p>	<p>The main driver of change is to ensure that the role of the council is consistently identified and understood and therefore that its reputation is enhanced. The need to confer the positive status of the separate services on the council as a whole is essential. The LGCommunications Chief Executive challenge report April 2008 identifies that the gap between</p>
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		<p>with the volume of data being passed around the organisation. This will also reduce the risks associated with data security, the waste of staff time dealing with data and the risk that important communication is lost in the mass of information.</p>	<p>process. The link between the public's understanding of the Council and their satisfaction with the service is well documented. Therefore it is not enough just to deliver good services, the communication and marketing of these services must be excellent too.</p> <p>The LGCommunications Chief executives Challenge report April 2008, identifies that "feeling informed remains the single most significant attribute for predicting resident satisfaction with councils. The more informed people feel, the more satisfied they are with their council."</p>	<p>resident satisfaction with services and resident satisfaction with councils remains significant and highlights the need to close this gap as a key challenge.</p> <p>The main driver for change to undertake branding activities for the area are to support work to deliver inward investment and visitor activity.</p>
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