

What	Why	How	When	Who	Measure
<p>1. Carlisle Focus</p> <ul style="list-style-type: none"> • Produce a quarterly resident's magazine. • Continually develop the magazine to include information that promotes City Council services as well as areas of work which residents say are of interest to them. • Investigate funding sources such as advertising to increase the budget available to enhance the magazine 	<ul style="list-style-type: none"> - Create a positive, informed and recognisable profile for the City Council - Inform and increase access to services - Support service delivery - Build on strengths outlined in the Peer Review (2006) - Ensure that communications meet the needs of community groups particularly those that are potentially vulnerable - Work in partnerships that benefit the local community as whole supporting neighbourhood working, which will involve local people developing services that meet their needs. 	<ul style="list-style-type: none"> • Deliver it to all households in the Carlisle district. <hr/> <ul style="list-style-type: none"> • Make it available on-line and offer it in alternative formats. <hr/> <ul style="list-style-type: none"> • Ensure that it is printed on 100% recycled paper. <hr/> <ul style="list-style-type: none"> • Investigate and develop an advertising strategy <hr/> <ul style="list-style-type: none"> • Develop and implement a Reputation Campaign action plan 	<p>March June Sept December</p> <hr/> <p>Sept 2008</p> <hr/> <p>Ongoing</p> <hr/> <p>March 2009</p> <hr/> <p>March 2009</p>	<p>Communication s team</p>	<p>Produce and distribute 4 editions each year.</p> <p>Increase % of readers who say the magazine is their preferred method of receiving information from the council by 2%, 2009</p> <p>Annual reader's survey to monitor the magazine's effectiveness.</p> <p>National benchmarking with similar publications produced by the PR sector</p> <p>Maintain the LGA's Reputation Campaign's Gold Standard</p> <p>Targets for satisfaction levels tba</p> <p>Targets to reduce gap between satisfaction with council services and council overall</p> <p>Measures of satisfaction and perceptions (Place Survey)</p>

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<p>2. Media</p> <ul style="list-style-type: none"> • Develop a Media Protocol for elected members • Create a Media Information Pack which will provide useful information for Members and Staff • Produce a media relations policy to achieve a core action of the Reputation Campaign • Carry out a local media survey • Enable Members to receive handling the media training • Investigate new software to provide effective monitoring and evaluation • Manage a negative story to ensure that is factual and accurate 	<ul style="list-style-type: none"> - Protect and enhance the reputation of the City Council - Create a positive, informed and recognisable profile for the City Council - Support Members in their work as community leaders - Ensure efficient and proactive media relations - Promote and manage strong and consistent corporate identity - Promote Carlisle as a sub-regional capital to support the economic and social regeneration agenda. - Inform and increase access to services - Work in partnerships that benefit the local community as whole supporting neighbourhood working, 	<ul style="list-style-type: none"> • Written document, establishing a protocol on communications, media interviews and press releases • Media Information Pack which will include hints and tips for handling the media, what the media is looking for, supplying information for press statement or press release and the approval and issuing process. • Organise Media Training for Members • Written document which sets out how to manage the media effectively to promote and defend the council 	<p>July 2008</p> <hr/> <p>March 2009</p> <hr/> <p>July 2008</p> <hr/> <p>March 2009</p>	<p>Communication s</p> <hr/> <p>Communication s</p> <hr/> <p>Communication s and Personnel & Development</p> <hr/> <p>Communication s</p>	<p>All members received a copy of the Protocol</p> <p>All members and key staff to receive Media Information Pack.</p> <p>Achieve Gold Status from the LGA's Reputation Campaign by 2010</p> <p>Annual Media survey – 2% improvement rate: to meet deadlines, provide clear and accurate data and 'very satisfied' with quality of media services Baseline to be determined by the 2009 survey</p>

	<p>which will involve local people developing services that meet their needs</p>	<ul style="list-style-type: none"> • Questionnaire sent to all media contacts to gauge the quality of service we provide to the media. How we respond to the media's needs, quality and accuracy of information we provide; supply of stories that the media can use; standard of briefings; helpfulness of the media team, efficiency of media team compared to other private and public sector teams <hr/> <ul style="list-style-type: none"> • Develop and implement a Reputation Campaign action plan 	<p>December 2009</p> <hr/> <p>March 2009</p>	<p>Communications</p> <hr/> <p>Communications</p>	
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<p>3. Marketing Campaigns</p> <ul style="list-style-type: none"> • Further develop the strategic role of marketing communications by aligning with City Council priorities • Develop effective evaluation and monitoring systems for corporate marketing campaigns • Monitor success of campaigns • Carry out quantitative and qualitative research to develop terms of reference • Maintain the Internal Marketing Group 	<ul style="list-style-type: none"> - Targeting the right audience with the right message in the right way - To improve engagement with residents and other audiences - Inform and increase access to services - Create a positive, informed and recognisable profile for the City Council - Support service delivery - Inform and increase access to services - Share best practice to provide the highest standard of service. 	<ul style="list-style-type: none"> • Discuss with Heads of Service opportunities to market their services and projects to help them to support the City Council priorities 	Every six months	Communications, Heads of Service. Project team leaders	Deliver at least one corporate marketing campaign each year to promote a council service, with its own aims, objectives, action plan and evaluation.
		<ul style="list-style-type: none"> • For each campaign put together a marketing brief and action plan with recommended visual and information tools 	As required	Communications	Evaluation will be gauge through feedback questionnaires designed around the objectives of the campaign.
		<ul style="list-style-type: none"> • Project manage the campaign from concept to production 	As required	Communications	Place survey 2008 to provide baseline
		<ul style="list-style-type: none"> • Commission research to gauge the impact of the campaigns 	As required	Communications/ Policy & Performance	Benchmarking with similar campaigns produced by the marketing and communications sector using national awards

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<p>4. Branding</p> <ul style="list-style-type: none"> • Provide guidance on the use of the City Council and other approved authority logos such as Learning City and Cleaner, Greener, Safer and their applications • Monitor its use and where its application has been misused take steps to correct this • Ensure that all council staff and external suppliers authorised to use the logo, apply it correctly using the guidance within the branding manual • Update the branding manual • Ensure that every opportunity is taken to link the City Council logo with council successes, 	<ul style="list-style-type: none"> - Protect and enhance the reputation of the City Council - Promote and manage a strong and consistent corporate identity - Increase satisfaction levels with council services and the council overall 	<ul style="list-style-type: none"> • Develop guidance notes as part of the Communications User Pack. • Expand the Branding Manual to take on board new uses of the logo • Present updated manual to management briefing and make it available on the intranet • Carry out an annual spot check on a variety of material, any incorrect use to be reported to Heads of Service for action • Using internal communications tools to strongly promote the Carlisle City Council brand to gain 	<p>On-going; survey April 2009</p> <hr/> <p>December 2009</p> <hr/> <p>December 2009</p> <hr/> <p>To be carried out by December 2009 (annually)</p> <hr/> <p>Ongoing</p>	<p>Communication s</p> <hr/> <p>Communication s</p> <hr/> <p>Communication s Heads of Service</p> <hr/> <p>Communication s, staff and members</p>	<p>Measure brand recognition and ask residents what it says to them through commissioned research</p> <p>Consistent and correct use and application of the logo on 95% of material</p> <p>Place survey – positive perception of the City Council with our stakeholders</p> <p>Achieve Gold Status from the LGA’s Reputation Campaign by 2010</p> <p>Staff workshop or focus group to measure brand awareness</p>

<p>e.g. Talkin Tarn</p> <ul style="list-style-type: none"> Support the work to develop a clear and credible image as a place to invest, live and study 		<p>commitment to its use</p> <hr/> <ul style="list-style-type: none"> Ensure that the logo is prominently displayed at City Council projects, public events, photocalls, conferences, etc and is associated with excellent services. Develop a series of logo signs and display material to act as a back drop to press interviews, speeches etc. <hr/> <ul style="list-style-type: none"> Provide advice and comment from a Corporate perspective on initiatives related to tourism branding and city branding <hr/> <ul style="list-style-type: none"> Develop and implement a Reputation Campaign action plan 	<p>As required</p> <hr/> <p>As required</p> <hr/> <p>March 2009</p>	<p>Communications and other services</p> <hr/> <p>Communications and Economic Development and tourism</p> <hr/> <p>Communications</p>	
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<p>5.Internal Communications</p> <ul style="list-style-type: none"> • Develop and implement a communications protocol for the Intranet • Communicate good news and acknowledge and celebrate success • Use IIP framework to establish good practice which links IIP to internal communications • Monitor and assess the effectiveness of internal communications • Develop practices to meet changing needs and the issues around change management • Consult employees and members through formal and informal channels about the development of policies, practices and procedures 	<ul style="list-style-type: none"> - Retain and recruit good staff - Increase the understanding of the goals of the Leadership of the authority and the key priorities - Inform and increase access to services - Support Members in their work as community leaders - Share best practice to provide the highest standards of service - Create opportunities for greater engagement between employees across the authority to promote knowledge if areas other than their own - Emphasise the key communications role of SMT and other key - Use feedback productively to take action that promotes positive change 	<ul style="list-style-type: none"> • Staff News published and circulated to all staff up to six times a year 	February April, June August Oct, Dec	Communication s	2% year on year increase, % of staff satisfied with internal communications< LP142 - target for 2008/09 is 80%, 2009/10 is 82%
		<ul style="list-style-type: none"> • Intranet implemented to develop joint working and explore options for communication with members and staff currently with no IT access 	Intranet project board to re-convene Jan09	Communication s, Policy, Environmental Services and Facilities	Monitored through: <ul style="list-style-type: none"> - Annual Employee Opinion Survey - IIP assessments - Appraisal - Employee feedback methods
		<ul style="list-style-type: none"> • Members Briefing , published and distributed to all members electronically monthly - consultation for redesign and publish on intranet 	Ongoing	Communication s, Policy and Members	Achieve Gold Status from the LGA's Reputation Campaign by 2010
		<ul style="list-style-type: none"> • DMT meetings to discuss and promote the Internal Communications Policy 	Twice a year	Communication s and Heads of Service	Develop a Members internal communications satisfaction survey.
		<ul style="list-style-type: none"> • Develop a Communications Plan 	April 2008 Ongoing	Communication s, Personnel	Communications plan produced for all major change initiatives and corporate projects

	<p>- Maintain a two way flow of information within the council that supports and encourages teamwork, trust and loyalty</p>	<p>to introduce the new Induction process and package</p> <ul style="list-style-type: none"> Develop individual Internal Communications Plans which will set out aims, objectives, target audience, key messages, communication channels, milestones, action plan for implementation – projects include change management & Green Travel Plan <hr/> <ul style="list-style-type: none"> Continue staff consultation to establish how effectively they perceive they are being communicated with and how they wish to be communicated <hr/> <ul style="list-style-type: none"> Continue to use development programmes, 	<p>As required</p> <hr/> <p>March 2009 Ongoing</p> <hr/> <p>Ongoing</p>	<p>and Development Services</p> <p>Communications and project leaders</p> <hr/> <p>Communications, all staff</p> <hr/> <p>Personnel and Development Services and all</p>	
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		<p>appraisals, team meetings, coaching and support so that there is effective communication between managers / other employees / Members to meet IIP assessment</p> <hr/> <ul style="list-style-type: none"> • Develop and implement a Reputation Campaign action plan • Celebration of Learning Event 	<p>March 2009</p> <hr/> <p>Annually</p>	<p>managers</p> <hr/> <p>Communication s</p> <hr/> <p>Learning City</p>	
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<p>6. Carlisle City Council website and intranet</p> <ul style="list-style-type: none"> To ensure that the content of the website is written in Plain English and follows accessibility guidelines Ensure all Corporate publications are made available on the website Promote the web address www.carlisle.gov.uk in all corporate publications Ensure that the web address is an integral part of the City Council logo Develop marketing and PR campaigns to increase use of the website Investigate e-marketing and how to use the website as a corporate marketing and 	<ul style="list-style-type: none"> Create a positive, informed and recognisable profile of the City Council Inform and increase access to services Support service delivery Support the aims and objectives for Carlisle City Council's Corporate Improvement Plan Support Members in their work as community leaders Ensure that communications meet the needs of community groups particularly those that are potentially vulnerable Promote and manage strong and consistent corporate identity Work in partnerships that benefit the local community as whole supporting neighbourhood working, 	<ul style="list-style-type: none"> Develop web content and Plain English guidelines Include instructions in Communications Pack to place Corporate publications on website and intranet Include instructions in Communications Pack to place website address in all Corporate Publications Expand the Branding Manual to take on board new uses of the logo Carry out an annual spot check on a variety of material, any incorrect use of the website and the logo to be reported to Heads of Service for 	<p>Sept 2008</p> <hr/> <p>March 2009</p> <hr/> <p>March 2009</p> <hr/> <p>December 2009</p> <hr/> <p>By Dec 2009 (annually)</p>	<p>Communications IT Services, web champions</p> <hr/> <p>Communications</p> <hr/> <p>Communications</p> <hr/> <p>Communications</p> <hr/> <p>Communications IT Services Heads of Service</p>	<p>Internet</p> <p>Support the delivery of LP126a, the number of web pages visited on Carlisle City Council website: 1.2million (2007/08) 1.5million (2008/09) 1.8million (2009/10)</p> <p>Monitor through:</p> <ul style="list-style-type: none"> Web reports Web focus group Web-user feedback forms Annual readers survey <p>SOCITM report 2008 to provide qualitative baselines</p>

<p>consultation tool</p> <ul style="list-style-type: none"> Promote the internet and intranet and associated new services to staff and Members Introduce a junk the jargon initiative to make sure that webpages are jargon free 	<p>which will involve local people developing services that meet their needs</p>	<p>action</p> <hr/> <ul style="list-style-type: none"> Develop and implement a Communications Plan to promote the intranet associated new services to staff and members <hr/> <ul style="list-style-type: none"> Develop junk the jargon guidance to be used in induction training 	<p>part of intranet project</p> <hr/> <p>Sept 2009</p>	<p>Communication s, Policy & IT Services</p> <hr/> <p>Communication s</p>	
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<p>7. Corporate Publications</p> <ul style="list-style-type: none"> • Ensure that our Corporate Publications are designed using appropriate typeface and font size, easy to read, suitably illustrated and are offered in alternative formats and adhere to Accessibility Policy • Apply Plain English to Corporate publications' content • Ensure that Corporate publications are branded correctly • Ensure that they follow the current Corporate Style 	<ul style="list-style-type: none"> - Create a positive, informed and recognisable profile of the City Council. - Inform and increase access to services - Support service delivery - Support Members in their work as community leaders - Support the aims and objectives for Carlisle City Council's Corporate Improvement Plan - Ensure that communications meet the needs of community groups particularly those that are potentially vulnerable - Increase the understanding of the goals of the Leadership of the authority - Work in partnerships that benefit the local community as whole supporting neighbourhood working, 	<ul style="list-style-type: none"> • In awarding a design or print job, the designer and printer will be given the branding manual, communications and accessibility guidelines and will be required to use these. 	Usually annually	Communication s and suppliers	<p>Deliver corporate publications including Council Tax leaflet & Annual Report</p> <p>Monitor and evaluate the usefulness of Corporate publications; how easy they are to understand and read, and the effectiveness of the design</p> <p>Maintain Gold Status for the core actions of A-Z services and resident's magazine</p>
		<ul style="list-style-type: none"> • Create a Plain English checklist 	March 2009	Communication s	
		<ul style="list-style-type: none"> • Communications to proof Corporate Publications for use of Plain English 	As required	Communication s	
		<ul style="list-style-type: none"> • Publish feedback forms within each document and through focus groups 	As required	Communication s	
		<ul style="list-style-type: none"> • Develop and implement a Reputation Campaign action plan 	March 2009	Communication s	
		<ul style="list-style-type: none"> • Develop Junk the 		Communication	

	which will involve local people developing services that meet their needs	Jargon guidance	Sept 2009	s	
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<p>8 Consultation</p> <ul style="list-style-type: none"> • Develop and implement a revised Corporate Consultation Policy • Learning from the outcomes of Community Empowerment, develop a comprehensive Community Engagement Policy • Develop and implement a co-ordinated consultation Action Plan • Develop and promote a consultation toolkit and provide specialist support for consultation activity • Work with partners to ensure a wholly effective and co-ordinated approach to consultation • Monitor and assess the effectiveness of 	<ul style="list-style-type: none"> - Create a positive, informed and recognisable profile of the City Council. - Inform and increase access to services - Support service delivery - Support the aims and objectives for Carlisle City Council's Corporate Improvement Plan - Support Members in their work as community leaders - Ensure that communications meet the needs of community groups particularly those that are potentially vulnerable - Share best practice to provide the highest standards of service - Implement community engagement/ empowerment elements of the White Paper/Act - Work in partnerships 	<ul style="list-style-type: none"> • Adopt the revised consultation policy (and consultation database) following adoption / amendment by council 	Sept 2008	Policy & Performance	Improved consultation activity, improved and comprehensive records of existing and planned activity Evidence of feedback and how results have influenced decisions		
		<ul style="list-style-type: none"> • Promote the consultation toolkit (developed as part of the new Consultation Policy) via internal communication channels 	June 2008			Increased awareness and more appropriate methods selected – evidenced in consultation evaluation	
		<ul style="list-style-type: none"> • Develop the community empowerment pilots 	To Sept 2009	Project team	Policy & Performance	Agreed action plan and identified outcomes for the trial wards	
		<ul style="list-style-type: none"> • Drive agenda for more closely aligned consultation activities Cumbria wide through Cumbria Voice, including increased use of shared consultation database and common toolkit 	Ongoing			Shared consultation resource	
							Community Engagement Policy informed by pilots and longer term measures shared with LSP partners

<p>consultation activities and develop our practices to meet changing needs</p>	<p>that benefit the local community as whole supporting neighbourhood working, which will involve local people developing services that meet their needs</p>				
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<p>9. Accessibility and Equalities</p> <ul style="list-style-type: none"> • Monitor Communication and Accessibility Policy (June 2007) which provides guidance on producing information taking into account a variety of needs and providing information in different formats including other languages, Braille, audio and large print • Ensure all communications are relevant to the audience, in an appropriate typeface and font size, address language issues, easy to read, suitably illustrated and available in alternative formats • Ensure that publications carry the standard strapline (in languages 	<ul style="list-style-type: none"> - Protect and enhance the reputation of the City Council - Create a positive, informed and recognisable profile of the City Council - Inform and increase access to services - Support service delivery - Support Members in their work as community leaders - Share best practice to provide the highest standards of service - Ensure that communications meet the needs of community groups particularly those that are potentially vulnerable - Ensure clear communications for all 	<ul style="list-style-type: none"> • Implementation and review of the Communication and Accessibility Policy • Impact assessment process • Consultation with relevant groups 	<p>As required</p> <hr/> <p>As required</p> <hr/> <p>As required</p>	<p>Communication s/ Policy and Performance</p> <hr/> <p>Communication s Policy & Performance</p> <hr/> <p>Communication s Policy & Performance</p>	<p>Number of requests received in response to the standard strapline - if you would like this document in another format such as large print, Braille, audio or in a different language, please call 01228 817200 or email customerservices@carlisle.gov.uk</p> <p>Monitor complaints and other feedback</p> <p>Increase 'A' rating of website current performance is double 'A'</p> <p>Improved SOCITM rating for website.</p>

<p>that reflect Carlisle's population)</p> <ul style="list-style-type: none">• Ensure that the website includes a Browse Aloud facility or equivalent to enable customers to download a piece of software, which reads website content out loud• Support the review of the website's content so that it is written in Plain English, making it more accessible• Carry out equality impact assessments on relevant communication policies					
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