

A Stronger Voice for Bromsgrove District

Communications Strategy Update September 2007 – August 2008



Bromsgrove
District Council
www.bromsgrove.gov.uk



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1. Introduction

In March 2006 the Communication Strategy for Bromsgrove District Council was agreed. Based on research carried out by Mori and the IDe&A as part of the Connecting with Communities project the Strategy's aim was to develop a closer research with the customer through communications.

By making one of its objectives Reputation, the Council demonstrated its commitment to developing a Strong Voice for Bromsgrove to be heard by all its customers including residents, staff and Members.

The Strategy was designed to demonstrate where the Council was and where it wanted to get to.

In the past year the Council has made significant progress with the strategic action plan which is part of the strategy and this review demonstrates this and sets out how we take our communications on to the next level. Seven priorities and actions were identified as part of the strategy in a bid to drive the actions and its review still highlights these.

- 'One Council' Corporate Message and Style
- Visible Leadership
- Strategic Planned Communication (Communications of Strategic Agenda)
- Consultation Mechanisms (Feedback) and Policy
- Member Communication (and Reputation)
- Corporate Brand
- Staff Consultation

Since the Strategy was written we have had our first CPA inspection which saw us ranked as poor. Communications was one focus of the CPA report and recommendations raised in the feedback have been incorporated in the action plan update and our plans for the future.

2. Developments

Since the Strategy was written a number of successful communication projects have been implemented throughout 2006. Following the staff survey that year. These include:-

Core Brief

Written by the Assistant Chief Executive after every strategic CMT the Core Brief highlights top table decisions and is delivered at team meetings by Heads of Service / managers.

Staff Recognition Schemes

- **Team of the Month**

The Team of the month award is a process to encourage and reward excellence in the performance of employees. Teams can nominate themselves. Managers are also encouraged to nominate teams they feel should be recognised and a judging panel made up of the Leader and Chief Executive make the final decision. Winning teams are displayed around the building in posters and each team member gets a £20 voucher.

- **Bright Ideas**

Staff are encouraged to submit their bright ideas on how improvements can be made to the everyday workings of the Council. Again winning ideas scoop a £20 voucher and the progress of all the ideas submitted can be tracked on the Intranet.

Back to the Floor

By getting Senior Managers Back to the Floor and meeting with staff they are beginning to understand the issues surrounding the day to day business.

Staff Forums

Each Quarter a series of forums, lead by the Chief Executive, are held to deliver information about the direction of the Council and how staff can play their part.

All of the above were implemented following the results of the 2006 employee survey where:-

- 59 % of staff said that senior managers didn't keep them informed of developments in the council.
- only 30% of staff rated the Council as above average and only 25% felt that the Council had well-motivated employees.

All of the above actions were key to us scooping bronze in the LGcommunications/LGA Reputation Awards 2007.

In January 2007 a Communications and Customer First Manager was appointed to manage and develop the Council's communications to all its customers and to ensure a consistent and clear voice was heard.

In April the Council also signed up to Mori's Reputation Project which was a key document for setting out the way forward to improve communications in the original strategy.

It identifies some core communication actions which have a particularly significant impact on a council's reputation; these are:-

- Effective media management.
- Provide an A to Z guide to council services.
- Publish a regular council magazine/newspaper.
- Branding – effective and consistent linkage of council brand to services.
- Good internal communications.

These actions have been key to us taking our own action plan forward and setting out the priority areas which we should focus on.

Communications Projects implemented since we signed up to the reputation project include:-

Members' Bulletin

Each fortnight Members receive a one-sided bulletin with key information about Council policy and events. It is brief and signposts them if they need any more information. This is to cut across the pile of paperwork they receive to highlight vital information they need to know.

Connect E-Mail Bulletins

To keep staff informed about timely decisions or corporate information the e-mail bulletins are sent to all staff in between the monthly staff newsletter.

Communications Planner

This is sent to Strategic CMT and is on the agenda for operational and sets out future decisions or events which will provoke media interest so we can plan for them.

3. Feedback

By looking at and responding to feedback from our customers, Inspectors, staff and Members we can see how far we have come and where improvements need to be made. In taking this Strategy forward we have considered the following feedback from:-

- **The Audit Commission**
- **Staff survey 07**
- **Customer Panel**
- **BVPI Satisfaction Survey**

Audit Commission

Our Corporate Assessment Report, June 2007 highlighted the following areas:-

“Not all staff are clear about how they fit into this overall vision, or could easily articulate it.”

“The Council has not engaged external stakeholders in the development of its vision or communicated it effectively. As a result the Council’s ambitions for its communities are not yet fully developed.”

“Partner organisations report a more positive approach to partnership working but political engagement continues to be limited and communication inconsistent.”

“Consultation is not comprehensive and has limited impact. Whilst there is some evidence that the Council is willing to listen it continues to be poor at providing feedback to partners and local residents about decisions and plans. The new corporate priorities have not yet been effectively communicated to local people and partners. A lack of feedback on decisions following consultation is affecting the public's trust and confidence in the Council.”

“The Council is positively engaging with black and minority ethnic groups (BME) and vulnerable groups.”

“The Council is reactive to dealing with external communications with little investment in this area. The Council's poor reputation is having a negative impact on public confidence and detracting from its ability to deliver services effectively.”

Staff Survey 2007

This follows on from the 2006 survey which prompted the communications projects set out above. The latest results show our improvement but also highlight areas which still have a long way to go.

Communication

- 84% received the Core Brief issued from Senior Management, from their manager, (the score was also 84% in 2006).

- 4 in 5 (79%) felt the Core Brief was useful way of keeping them up to date with what is going on (in 2006 the score was 70%).
- 69% felt that the Core Brief was communicated to them on a face to face basis approximately fortnightly.
- 93% received “Connect” and 86% said they read it.
- 84% regarded “Connect” as a useful way of keeping them up to date, but only one quarter (26%) were encouraged to read Connect by their manager or discussed it with them.
- 6 out of 10 (59%) were confident that senior managers were as frank as they could be about what they plan to do, (41% in 2006).
- Half of respondents (51%) were kept fully informed about developments in the Council (41% in 2006).
- Three quarters (76%) had enough information to do their job properly (65% in 2006).
- Two thirds (67%) agreed that there was so much information that it was difficult to absorb, prioritise and communicate everything that they needed to do.
- 93% said Team meetings were a useful method of communication or source of information, Connect was seen as useful by 80%, 79% said Staff forums were useful, 78% said E-Connect was useful and 77% found the Intranet useful.
- Three quarters (59%) of those who had been with BDC a year ago felt that Communication was now better overall.

Leadership, Management and Motivation

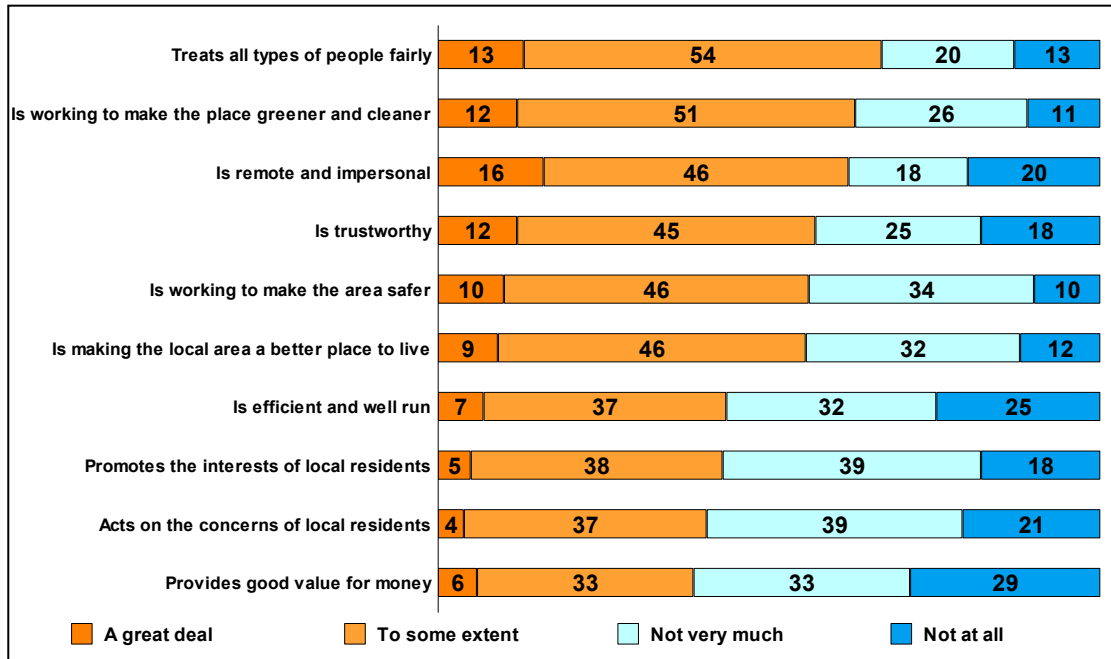
- One third (34%) felt that Bromsgrove District Council was well run in the whole Council (14% in 2006), two thirds (64%) in their service group and three quarters (73%) in their work area.
- 42% felt that managers demonstrated “The Bromsgrove Way” in the whole Council, 63% in their service group and 61% in their work group.
- 41% of respondents felt that managers demonstrated Visible Leadership in the whole Council, two thirds in their service group (67%) and in their work area (64%).
- Less than half (44%) felt that BDC had well-motivated employees (the score in 2006 was 24%).

Customer Panel

Bromsgrove District Council commissioned Snap SurveyShop to assist with their Customer Panel Survey 2007. This report contains the research findings. The purpose of the survey was to seek residents’ assistance in improving the local area and the

services provided by the Council and to ensure the right services are delivered at the right times. The following results provide a snapshot of how well people feel they are being kept informed.

Service Delivery and Image



Mori and the IDeA carried out research that revealed people wanted to know how we spend their money (Connecting with Communities 2001). If people don't feel they are getting good value for money, then perhaps they don't know what services we provide.

When asked for suggestions for other methods of consultation which the council could use, Email and face-to-face were popular ideas.

Email consultation and questionnaires - more cost effective than writing to everyone - in line with E-government vision and policy.

Email local events, meetings, and participation group dates.

Email newsletters.

E-mail, written opinions could be sought.

Email.

Face to face.

Forums for locals, talks and meetings on Council activity Question Time for residents and locals.

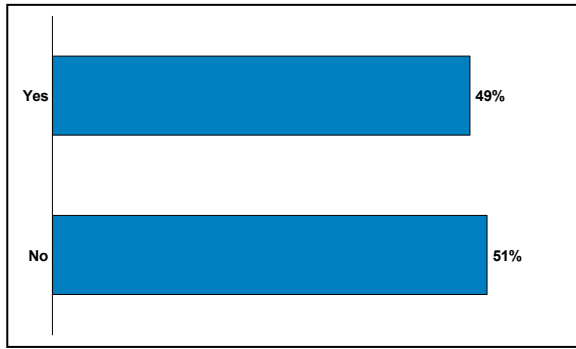
Forums where residents can talk to and ask Council Officer questions.

Get down to basics - send officer out to investigate problems.

Recall of Together Bromsgrove

Half of respondents (49%) remembered receiving Together Bromsgrove and half (51%) did not. Recall was higher amongst males (55%) than amongst females (42%), and in the 55 or older age group (54%) than in the under 35 age group (27%), and amongst those not working (57%) than amongst workers (40%).

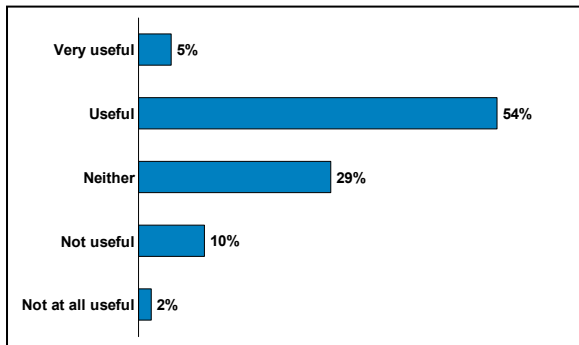
Can you remember receiving the magazine?



Usefulness of Together Bromsgrove

Of those who read or received Together Bromsgrove, 6 out of 10 (59%) found the information to be useful. Lower levels of usefulness were returned by males (50%), workers (47%) and under 35s (40%), and higher levels from 35 to 54s (64%), non workers (67%) and females (71%).

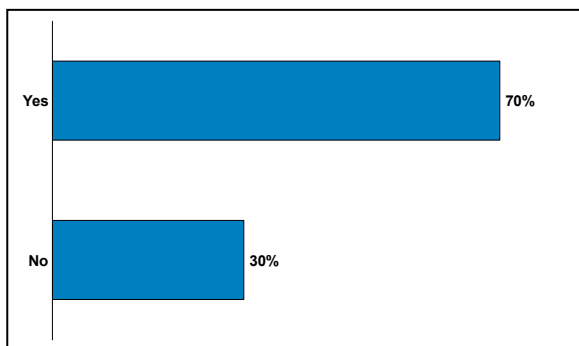
Usefulness of Together Bromsgrove?



Recall of council tax leaflet

7 out of 10 (70%) remembered receiving the council tax leaflet, varying from 60% in under 35s to 74% in the 55 or older age group.

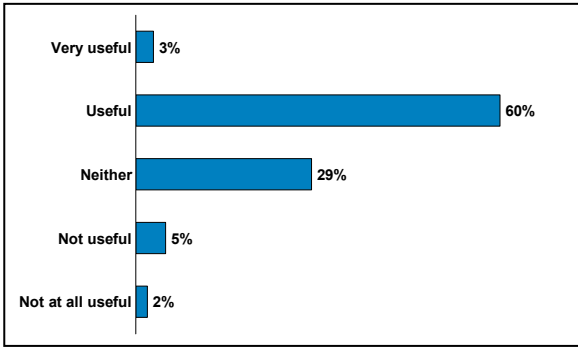
Do you remember receiving the leaflet?



Usefulness of information in council tax leaflet

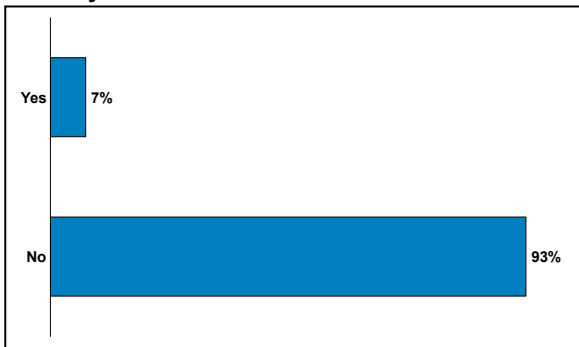
63% of those who read or receive the council tax leaflet found the information to be useful, 57% in males and 71% in females, and 58% in workers compared to 68% in non workers.

Usefulness of information in council tax leaflet?



Awareness of text messaging and email alert system
Only 7% were aware of the text messaging and email alert system.

Are you aware of the service?



Satisfaction Survey

In context with national and local trends this is how well our residents thought they were kept informed about the Council in our statutory Best Value Satisfaction Survey 2007.

<p>Nationally, 47% of residents feel their council keeps residents very or fairly well informed about the services and benefits it provides, which represents a decline of 9 percentage points from 2003-04. People who feel more informed, tend to be more satisfied with their council overall.</p>	<p>Bromsgrove residents feel somewhat less well informed than the district average.</p>		
	Issue	Percentage of people in Bromsgrove who feel very or fairly well informed	Average percentage of people feeling very or fairly well informed (all Districts)
	<p>How well informed are you about what the council is doing to tackle anti social behaviour</p>	<p>20</p>	<p>24</p>
<p>How well informed do you think your council keeps residents about the services and benefits it provides</p>	<p>39</p>	<p>49</p>	

4. Reviewed Action Plan

Ref	Action	Measures of Success (SMART)	Start Date	Finish Date	Review of Action September 2007
Corporate Message and Style					
9.1.1	Simplify corporate message.	Simplified message agreed at April Cabinet as per Customer First Strategy. Message agreed and communicated to staff.	15.03.06	30.04.06	Posters put up around the building and on website
9.1.2	Maintain open communications with the local media through quarterly meetings with two main papers regular time slots.	% of positive press articles.	On-going	On-going	Communications Plan goes to CMT each fortnight to keep top issues and plans to communicate them to the media on the top table. Kevin meets with the two main town newspapers before each full council
Visible Leadership					
9.2.1	Staff events.	At least two staff events per year.	01.04.06	31.03.07	Plans are afoot to round off our Bright ideas and team of the month schemes with a special overall awards ceremony and Christmas party in December. A BBQ to celebrate the opening of the quadrangle and CPA is set for Aug 16.
9.2.2	"Back to the floor" days.	Press coverage and internal coverage.	01.04.06	31.07.06	Continuing to focus on back to the floor in Connect – need to highlight still further externally through media and Together Bromsgrove

9.2.3	“Walking the ward” days.	Short list of actions arising delivered.	01.08.06	31.12.06	Started on 31/07 with press coverage around it to highlight issues raised and addressed
9.2.4	SMT attendance at Spotlight.	At least two members of SMT present	On-going	On-going	Spotlight meetings stopped but it's a customer standard for SMT to attend PACT meetings
9.2.5	SMT to open health and safety induction training.	Every health and safety induction to be opened by SMT member.	On-going	On-going	Yes
9.2.6	SMT/CMT members to open training days.	Built into action plans for major training events like customer service.	On-going	On-going	ACE continues to do open Customer First Training Days.
9.2.7	SMT member to attend every team's meeting at least once a year.	Action delivered.	01.04.06	31.03.06	This has been patchy and improved staff forums may deal with this.
9.2.8	Re-launch Grapevine with new title and corporate message.	Positive feedback from next staff survey.	01.04.06	30.09.06	The Connect e-mail bulletin has been launched to compliment the Connect newsletter – which, in June, was also redesigned to adopt a more modern image. Lifestyle matters including food reviews and competitions have also been introduced.

Strategic Planned Communication

9.3.1	Major event communication plans to be developed.	Major event communication plans developed where required and delivered.	01.04.06	31.03.07	Comms planner sent to CMT weekly to updated with forthcoming issues which have communications implications. Mini and major comms strategies are also drawn up if issues require it.
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9.3.2	Service communication plans to be developed.	Plans developed for each service area and updated quarterly.	01.04.06	31.03.07	Service Communication Plans form part of the overall Communications Planner – CCFM and Press Officer meet with heads of service each month to update and develop individual plans where needed.
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Consultation Mechanisms and Policy

9.4.1, 9.4.2	Outsource citizen's panel.	Panel established and providing feedback.	15.03.06	30.09.06	Panel control awarded to Snap Surveys but greater input required.
9.4.3	Adopt formal consultation policy	Policy adopted at June Cabinet and supported by consultation plans in business plans.	19.04.06	30.06.06	Adopted in calendar 2006 however needs updating. Senior Policy and Performance Officer (consultation) post has now been filled.

Member Communication

9.5.1	Member Help Desk.	Usage of system.	01.04.06	30.09.06	This idea was dropped as a result of a Member Focus Group, but the new complaints system will allow Member queries to be tracked.
9.5.2	Undertake annual Member Survey.	Survey undertaken and agreed actions identified.	01.01.07	31.12.07	To be undertaken by 31/12/07
9.5.3	Introduce Member Bulletin	Positive feedback though Member Survey.	01.05.06	01.07.06	Launched in January 2007 as a monthly tool but moved to fortnightly post-elections due to demand
9.5.4	Introduce Media Protocol	Agreed at March Cabinet.	15.02.06	22.03.06	Has been updated and changes set to be merged with original
9.5.5	Increase Member briefings and policy debates	Positive comment in next Progress Assessment.	On-going	On-going	

Corporate Brand

9.6.1	Publish A to Z of services in each Council Chat.	Positive feedback through customer panel surveying.	01.04.06	31.03.07	Customer contact details are publicised through the hub but often don't give an insight into the services we provide. Autumn's edition of Together Bromsgrove will do this and coupled with an A to Z summary in next year's joined up Council Tax leaflet
9.6.2	Improve frequency, design and reprographics of Council Chat.	Positive feedback through customer panel surveying.	01.04.06	30.09.06	Together Bromsgrove was launched in March. It has been redesigned and competitive but quality design is constantly reviewed as is the cost-effectiveness. Advertising was introduced in the Summer edition
9.6.3	Review corporate brand.	Standards agreed and operational.	01.07.06	31.12.06	Branding and Style Guide has been approved by CMT and the Equalities Forum and is waiting for the Letterhead section to be updated. It will be available on the intranet.

Staff Consultation

9.7.1	Re-energise staff network (to be discussed with new Head of HR).	Bi-monthly meetings.	01.04.05	30.06.06	Staff champions group established however group is not working as well as we would like.
9.7.2	Ensure Performance and Policy Consultation Group considers relevant strategies, policies and procedures (to be discussed with new Head of HR).	Bi-monthly meetings.	On-going	On-going	Group not established

9.7.3	Staff survey.	Survey undertaken annual and short list of resultant actions delivered.	01.01.07	31.03.07	Second staff survey to be launched on May 21 with a target of 75% feedback. A communications drive and cash incentive to encourage take-up. Results set to be published in September
9.7.4	Core Brief feedback undertaken	Issue every other week. Positive feedback from staff survey.	On-going	On-going	Every edition of core brief is sent out with a feedback form

Other Communication Actions

- Communications and Customer First Manager meets with CEO and ACE each week to discuss top table issues following recommendations by CPA Inspectors
- Chat with Kevin sessions launched – local groups and organisations invite Kevin to speak about the Council and its services
- Style and Brand Guidelines produced – waiting for final approval later on this year.

From this feedback we have highlighted some priority areas – which are covered in the review. These are:

- Increase awareness of text messaging service
- Feedback results of consultation to customers
- Member reputation training to stop politicking in the media
- Improve customer accessibility to the Council
- Streamline and co-ordinate messages to staff under the connect umbrella
- Make staff and manager forums even better as they are an effective tool.

Only by asking how our communications are being perceived can we take action to improve them.

We have used this information to update the action plan in the original strategy, A Strong Voice for Bromsgrove and to set out key actions for the year ahead.

We will continue to monitor the feedback from the same organisations to continually review this document.

5. Priorities for the Ahead

From this feedback and review of the first year, the same seven priorities are still valid; however, the focus within them has changed in some cases. The priorities and the areas of focus for 2007/2008 are set out below. A revised action plan is included overleaf.

1. “One Council” Corporate Message and Style.
 - Increase awareness of text messaging service.
 - Improve customer accessibility to the Council.
 - See also priority 6 Corporate Branding.
 - Positive press coverage remains a priority, as does Together Bromsgrove and Council Tax Leaflet.
2. Visible Leadership.
 - Continued attendance of senior managers at PACT meetings, but widen this to Corporate Management Team.
 - CEO meeting district organisations through “Chat with the Chief”.
3. Strategic Planned Communication (communication of strategic agenda).
 - Develop Corporate Induction presentation on Council’s Vision, Values, Objectives and Priorities.
 - Maintain the corporate communications planner.
 - Introduction of complaints system.
4. Consultation Mechanisms (Feedback) and Policy
 - Ensure a co-ordinated approach to consultation through the Corporate Communications, Policy and Performance Team.
 - Through this co-ordinated approach ensure feedback of consultation results to customers.
5. Member Communication (and Reputation)
 - Member reputation training with LGA.
 - Member Survey.
6. Corporate Brand
 - Establish framework contract for graphics.
 - Identify communication projects in departments and ensure compliance with style guide.
 - Internet site.

7. Staff Consultation

- Streamline and co-ordinate messages to staff under the Connect umbrella.
- Link staff forums, middle manager forums and middle managers conference to the Council's business cycle to increase engagement and involvement before decisions are taken.

6. Sept 07 – Aug 08 Action Plan

Action	How	Measure (SMART)	When	Who
1. “One Council” Message and Style				
Promote a corporate approach to the design and look of leaflets and publications across the Council	Produce a business case to source three design companies who will provide a service to Council. Communications and Customer First Manager to co-ordinate the out-sourcing in the first instance for all departments so can ensure a corporate approach to the look of future communications.	Audit of the publications as they come through the Communications and Customer First Manager.	Sept 07	A-MD HB
Ensure a presence at community events	Bromsgrove bonfire, carnival, street theatre, Rubery carnival, fetes etc provide a large audience to promote the work of the Council and its services.	Feedback in BVPI survey	Nov 07 bonfire night onwards	A-MD HB
Increase accessibility of Council services.	Continue to work with E-Government and Customer Services and support the launch of new services. Re-launch the Text Messaging Service.	% of residents aware of particular services (measured through Customer Panel). Increase % aware of text messaging service (2007 baseline 7%).	On-going.	A-MD HB DP

Action	How	Measure (SMART)	When	Who
Positive Press Coverage	CMT Communications Planner and Corporate Communications Group	80% of press coverage positive or neutral.	On-going	A-MD
Continue to Improve Together Bromsgrove	Work with editorial panel, increase publicity and keep looking for better practice.	Increase % who remember receiving Together Bromsgrove (2007 baseline 49%) Increase % who find it useful (2007 baseline 59%).	4 editions per annum.	A-MD
Continue to improve the Council Tax leaflet	Working with County Communications Group on design.	Increase % who find it useful (2007 baseline 63%).	March 2008	A-MD and Financial Services

2. Visible Leadership

Action	How	Measure (SMART)	When	Who
Streamline and promote staff forums to cover top table issues but also to inform staff about our services too. Link to business plan.	Remove the 'top-down' feel and invite officers/ manager to speak with Kevin / CMT at each round of forums – four sessions three times a year – including out of hours for CSC	Increase in number of people at forums. Feedback Forms at Forums Increase % who find staff forums useful (2007 baseline 78%).	December 07 Launch	KD HB A-MD
Manager's meetings made less frequent but longer	To intersperse with Staff Forums and link to business cycle	Feedback Forms at each session	From September	KD / AD
Put on two staff events a year –Staff awards / Christmas party and Summer BBQ	The team of the month of the year awards / Christmas Party have yet to be held but we aim to build on the success of these to make them regular features. The Summer BBQ was a success.	Staff survey and number of staff attending. Feedback forms	Dec 07 Aug 08	A-MD SS

Action	How	Measure (SMART)	When	Who
<p>Raise the profile of senior officer and member teams</p>	<p>Continue with media and Connect coverage of Back to the Floor, Walking the Wards etc. Promote Chat with Kev and encourage involvement in community events. Continued attendance of senior officers at PACT meetings.</p>	<p>BVPI survey</p> <p>Positive feedback from “Chat with Kev”.</p> <p>90% of PACT meetings attended by member of CMT. Increase % of staff who say “back to the floor” has resulted in positive change (2007 baseline 51%).</p>	<p>Ongoing</p>	<p>A-MD</p>

3. Strategic Planned Communication (communication of strategic agenda)

Action	How	Measure (SMART)	When	Who
Develop Internal Communications Planner to sit alongside Communications Planner	The internal communications Planner will reflect issues in the external one but will consider how the issues will affect staff.	Coverage in Media and Connect. Increase % kept fully informed about developments at the Council (2007 baseline 51%)	Sept 07	A-MD, MP
Continue to ensure communications planners are at the top table	More regular meetings with Heads of Service and Managers to encourage them to feed in. Visit team meetings to show the planners off	Media coverage 80% of press coverage positive or neutral. Communications Planner developments	Oct 07	A-MD MP
Corporate Induction	Presentation slides developed and delivered by Corporate Communications, Policy and Performance Team.	Feedback forms on corporate induction.	Oct-07	JO and Team.

4. Consultation Mechanisms (feedback) and Policy

Action	How	Measure (SMART)	When	Who
Customer Panel	Review and re-let content. Communicate results. Undertake two surveys per year.	Two reports to Cabinet per annum.	Feb.08 Aug.08	JM
Consultation Policy	Update and agree with Cabinet	Positive CPA feedback	Nov. 07	JM
Budget 08/09 consultation	Train team on focus groups and undertake them	Results feed into budget decision-making process.	Jan.08	JM / LB
Co-ordinated departmental community engagement plans.	Plans completed as part of business plans and reviewed by Senior Corporate Policy and Performance Officer.	Co-ordinated programme with feedback.	Nov.07	JM
Complaints system	Implement complaints system.	Measures to be set when system installed.	Jan. 07	HB SS

5. Member Communication (and Reputation)

Action	How	Measure (SMART)	When	Who
Members' bulletin to continue fortnightly	Fortnightly bulletin from CMT co-ordinated by Communications Team.	% of Members who find their bulletin useful (Member Survey)	Dec-07	MP
Build Member and Staff relations	Invite Members to staff events, team meetings, and portfolio holders to speak at Staff Forums and undertake visits to front line.	Feedback Forms at Staff Forums	December	A-MD
Member training	LGA to lead a session	Feedback Form Future headlines	Oct 07	A-MD
Editorial Panel	Held before each Together Bromsgrove Is sent out for views on political neutrality	From Members following each edition.	ongoing	HB A-MD
Members Survey	Annual Survey of Members to find out satisfaction on various aspects of officer support e.g. induction, quality of reports, Members room, etc.	% of Members satisfied with Member services.	Dec 07	HB LB/JM CF

6. Corporate Brand

Action	How	Measure (SMART)	When	Who
Brand and Style Guidelines to be completed and issued to staff	Put on intranet with a summary version available too	Communications Audit	Sept 07	A-MD
Ensure that the same brand is being adopted across the Council	Visit to teams / staff forum to explain why brand is important	Communications Audit	Dec - Jan 07	A-MD
Internet Site	% of residents who have visited the site (2007 baseline 41%). % of residents who found it easy to use and useful (not currently measured).			

7. Staff Consultation

Action	How	Measure (SMART)	When	Who
Employee Survey twice a year	Electronic survey sent to staff with Corporate Communications Group working to improve performance.	<p>% of staff who find Core Brief useful (2007 baseline 79%).</p> <p>Increase in % of staff who think communications has got better (2007 baseline 49%).</p> <p>Increase in % of staff who find Connect a useful means of keeping up to date with what is going on (2007 baseline 84%).</p> <p>Increase % of staff who find Intranet useful (2007 baseline 77%).</p>	ongoing	HP

Action	How	Measure (SMART)	When	Who
Produce and electronic Connect newsletter	Each month the newsletter will be e-mailed to all staff – Copies – or a streamlined version - will be printed and sent to staff at the depot and CSC, or to any other employee with no access to computers, with pay slips and	Staff survey Communications survey	From Oct	A-MD
Revamp of staff recognition schemes	Change team of the month to four times a year – but with a runner up too.	Staff Survey. Increase % of staff who feel motivated by team award scheme 2007 baseline 48%).	Jan 08	A-MD SS

7. Conclusions

We have come a long way in just a year in providing a stronger voice for Bromsgrove. The Employee survey of May 2007 showed that three quarters of staff who had been with BDC a year ago felt that communication was now better overall. This has really set the benchmark – we know we are going in the right direction and foundations are in place to make sure our staff, Members and customers are informed about the Council and its services. By using the reviewed action plan and the Way forward we can build on the achievements so far and refine and develop these to suit our customers' needs – based on what they tell us. Already, from Corporate Assessment, we have identified five areas where we need to focus our attentions and have picked these up in the updated action plan.

These are:-

- Feedback results of consultation to customers.
- Planned Approach.
- Member Reputation.
- Consultation.
- Communicate our vision, objectives and priorities to the public.

It is clear from the BVPI Satisfaction Survey that customers do not feel they are getting value for money from the Council so we need to send out more information about the services we provide and staff, while more informed, would still like to see a more streamlined and personal approach to their communications.

This review has revealed how far we have come and sets out how we can take this even further by implementing the updated action plan and making sure the communications planner is kept up to date and accurate. We will continue to ask all our customers how well they feel they are being communicated to so we can identify areas where further and future improvements can be made.

8. Contacts

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9. Appendices

Bromsgrove District Council Staff Survey results 2007

BVPI Satisfaction Survey Results 2007

Customer Panel SnapSurvey 2007

Corporate Assessment Report June 2007

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