



A City that makes things happen: Wolverhampton City Council Corporate Communication Plan 2015 /18 <DRAFT>

Author:	Ian Fegan, Head of Corporate Communication
SEB Lead	Keith Ireland, Managing Director

1. Executive summary

This three-year corporate communications strategy and plan will deliver more for less and supports the Corporate Strategy and wider City Strategy. By putting in place industry-standard, professional public relations (PR) practices and standards, the City Council can achieve better, more effective, value-for-money communications which improves two-way engagement with key stakeholders.


Day-to-day, better planning - the use of a PR forward planning grid - teamwork and continued professional development will be the building blocks of a more dynamic and effective PR team moving forward. The team will continue to deal with daily media enquiries, based on a new and clear media protocol, publicising good work and managing reputational issues. Strategic campaign planning and support for event management, including greater coordination of activity across the City, will ensure greater consistency in our communication.




A new way of thinking is critical to our success. Connecting the Corporate Communications function to the centre of organisational policy and decision-making is essential to maximise opportunities and minimise reputational risks. Solid research and evidence will under-pin all communication activity and campaigns, helping us set clear communication objectives with measurable outcomes. Key strategic communication objectives include increasing the number of people who feel informed about our services, raising awareness of key services that deal with what matters to local people, increasing the number of active foster families, developing a sustained and integrated stakeholder communication approach to businesses, investors and developers and improving internal communication and engagement. Partnership and collaboration – at a local, regional and national level – will be critical to our success in delivering these priorities.





Delivering value-for-money approaches to communication will see investment in new, cost effective channels and a fundamental shift away from traditional ways of working to 'digital by design'. Growing our 40,000-plus-strong social media presence will see better marketing and content provision on existing City Council Facebook, Twitter, Flickr and You Tube channels. Digital growth will also see the launch of new social media channels, including LinkedIn, and greater use of TripAdvisor. Email marketing will be another significant and exciting direct, digital growth area as will the exploitation of the new corporate customer relationship management (CRM) system for marketing purposes.

A detailed campaigns plan with strong, core brands (*see section two below for an overview*) will set out how the Corporate Communications team will prioritise and support key corporate priorities and through improved professionalism, planning and innovation make things happen.

2. At a glance: campaigns 2015/16 - implementing the strategy

Corporate priority	Campaign	Activity	Key messages
	<p>“Wolverhampton: making it happen” ... Focuses on our achievements in creating jobs, growth and prosperity</p>	<p>Key campaign activity: 1. Planned and sustained PR campaigns for jobs and growth and improving the City’s offer such as I10, I54, the new Youth Zone, new investment in the west-side, south-side, canal-side, Bilston Urban Village, the Civic Hall, and housing growth 2. City Board conference programme: Wolverhampton Business Week, Wolverhampton Working Well Week, Visit Wolverhampton Week.</p> <p>Supporting activity: 1. Support E&E to develop a coordinated and integrated approach to City Marketing based on best practice</p>	<p>- Top level: We want jobs, growth and opportunities for Wolverhampton people</p> <ul style="list-style-type: none"> • We’re a business-friendly City with a ‘can do’ attitude, and we’re determined to support existing business and attract new investment to our City to help it grow. • We’re investing in better buildings, roads and transport links to boost growth. Developments such as I10 and the railway station are really important to our future prosperity • Wolverhampton’s going places with a number of exciting projects to boost growth and transform the City such as i54, new investment in the west and south sides of the City, Interchange 10 and Bilston Urban Village • Wolverhampton is already home to some of the UK’s top cutting-edge businesses - such as aerospace and research. 137 companies with a turnover of over £1 million have chosen to invest here and we want more • We are ambitious and optimistic about the future of our city. It’s a great place to live, work, visit and do business • We’re working with businesses and partner agencies to bring new investment into our City through regional, national and European funding.

 <p>A stronger economy</p>	<p>“Cleaner, greener, better” ...</p>	<p>Key campaign activity:</p>	<p>- Top level: We want to deal with what matters to our communities so that Wolverhampton is a cleaner, greener, better place to live</p>
	<p>Focuses on dealing with the things that matter to local people and making them feel better about where they live</p>	<p>1. Planned and sustained PR campaigns to reduce fly-tipping, littering, dog-fouling and promote community involvement in Operation Springclean and the recruitment of community cleansing champions</p>	<ul style="list-style-type: none"> • Wolverhampton is a great place to be. We want to foster a sense of pride in where we live, in our community and our great City to make it cleaner, greener and better • We are dealing with what matters to our communities. • We are determined to deal with persistent offenders of environmental crimes. • We need your support to spend less time and money on avoidable problems like fly-tipping, dog-fouling and getting rid of waste. Help us by reporting incidents immediately.
 <p>Stronger communities</p>	<p>“Better schools, brighter futures” ...</p>	<p>1. Planned and sustained PR campaign to support service improvement in educational attainment</p>	<p>- Top level: We’re committed to closing the attainment gap and helping schools improve so our young people have the chance to reach their full potential</p>
	<p>Focuses on the work the Council is doing to improve schools and boost educational attainment in the City</p>		<ul style="list-style-type: none"> • It’s the job of head teachers and schools to promote and achieve high standards • Our vision is a thriving, self-sustaining, more joined-up city education system where high achieving schools work closely with others to foster excellence and nurture improvement • We have monitoring systems in place to identify and track underperforming schools so that we can support, intervene or direct where we need to • We’re committed to creating a strong education system from nursery through to university.
 <p>Stronger communities</p>	<p>“Healthier, happier, longer lives” ...to improve life expectancy and opportunity and reduce reliance on services</p>	<p>1. Planned and sustained campaigns to tackle obesity and smoking</p> <p>2. Promote the work we are doing to help older people live independent</p>	<p>- Top level: We want Wolverhampton to be a healthier place so our people live longer, happier lives.</p>
			<ul style="list-style-type: none"> • We make a huge investment into helping people live healthier, happier, independent lives through our leisure centres and our support programmes to help people quit smoking, drink less alcohol and lose weight • Smoking and obesity are major health problems in our City and

		lives	we are ready to support those who need our help the most.
 <p>Stronger communities</p>	<p>‘Make a difference’ ...to encourage more people to foster</p>	<p>1. Planned and sustained campaign to increase the number of active foster carers in Wolverhampton 2. Planned and sustained campaign to increase the number of specialist foster carers in Wolverhampton</p>	<p>- Top level: You could make a difference and provide a caring, stable home for a local child in need</p> <ul style="list-style-type: none"> • Could you care for a child in need? • Want to give something back to your community? • Do you have time, motivation and a spare bedroom to be able to care • We are looking for people of all ages and backgrounds to be foster carers • You’ll receive professional support and training • You could earn £20,000 a year
 <p>Stronger communities</p>	<p>‘Pride in the City’ ...improve local perception / pride in place and lift aspiration</p>	<p>1. Planned and sustained campaign to improve perceptions of the city and increase local pride.</p>	<p>- Top level: Wolverhampton’s a great place to live and work.</p> <ul style="list-style-type: none"> • We want people to connect and be proud of the history, heritage and future ambitions of the City • People make Wolverhampton – you are the City’s biggest asset • We have a huge amount to be proud of as one of the top 20 biggest cities in the UK
 <p>A confident capable council</p>		<p>1. Planned and sustained campaign to manage the impact of financial challenge and difficult decisions, including support for the budget consultation 2. Encourage greater public participation in City Council decision-making including an annual resident’s survey to measure public perception</p>	<p>- Top level: Despite the tough challenges we face, we’re determined to serve Wolverhampton, boost prosperity and deliver value for money services</p> <ul style="list-style-type: none"> • We provide hundreds of vital services on your behalf for just 17p an hour. That’s real value for money • We’re thinking smarter and differently about the way we work to provide services to local people and businesses that are efficient, effective and affordable • Working smarter means better use of technology, closer partnership working and collaboration with our partners to get as much value we can out of every pound we spend. • We’re committed to doing all that we can to protect and safeguard those who are the most vulnerable in our communities • Despite the cuts, we want the City of Wolverhampton to be a place

		3. A planned and sustained internal communication plan	of opportunity and fairness for all <ul style="list-style-type: none"> • We are determined to continually improve and learn.
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3. Introduction

The City Council is going through a period of huge transition and change. Whilst savings of £88 million have already been made to date, another £46 million is required to balance the books by 2018/19.

This corporate communication strategy will help deliver the ‘City Strategy’ and the council’s vision and corporate plan, making a strong and clear connection to the Corporate Plan’s priorities of delivering:

- A stronger economy
- Stronger communities
- A confident, capable council.

Through ‘branding, leadership and strategy’ (LGA, LGcomms and SOLACE: “Building Trust Action Plan, Oct 2013) across the council communication needs to show that the City Council is dealing with what matters to Wolverhampton people, changing lives for the better, improving key services, engaging people and delivering value for money.

As resources decrease, it will be increasingly important for us to work with our communities and businesses to deliver outcomes. Trust and confidence will be critical to building mutually beneficial relationships. This will need to be based on an understanding of needs, driven by excellent insight and research. With diminishing public relations resources, the importance of embedding excellent communication across all levels of the organisation is increasingly important. Communications must play a significant role in developing, supporting and coaching the organisation to improve.

This strategy is based on consultation and engagement with strategic leaders – councillors and senior managers – across the council. It also builds on local business plans. It aims to ensure a unity of purpose between councillors, the strategic executive board and the corporate communication team.

4. Research

Communication and public relations activity needs to be evidence-based and underpinned by research. To build trust and confidence in the council we need to understand, and be responsive to, the needs of the communities - and other key stakeholders - we serve so that we deal with what matters to them.

4.1 Public / resident's perceptions and opinions

The most recent research/evidence from the 2013 Resident's Opinion Survey tells us:

Overall, 74% of residents were satisfied with their neighbourhood as a place to live.

The top five priorities for people where they lived were:

- Anti-social behaviour (36%)
- Road and pavement repairs (32%)
- Activities for young people (27%)
- Crime (26%)
- Overall quality of where I live (23%).

Overall, 44% of residents were satisfied with Wolverhampton as a place to live.

The top five city-wide priorities were:

- Anti-social behaviour (42%)
- Crime (33%)
- Road and pavement repairs (31%)
- Job opportunities (31%)
- Activities for young people (25%).

The survey highlighted that **trust, satisfaction and community engagement** could be improved:

- only 27% of residents felt able to influence decisions made by the council and partners
- only 26% would speak positively about the Council (37% had no views either way)
- 42% were satisfied with the way the council runs things
- only 25% felt the council provides value for money
- 39% felt informed about council performance (*this compares to a national average of 66% as based on research by the LGA: 'Building Trust Action Plan', 2013, P.17*).

Crime and anti-social behaviour (ASB) were high on the list of priorities despite the fact that in the last five years the chances of being a victim in the city have reduced from 86 reported crimes per 1000 population in 2008/2009 to 67 in 2013/14 a reduction of 22% (21,526 offences in 2008/09 to 16,870 in 2013/14 – a reduction of 4,656 offences). At same time, anti-social behaviour has reduced from 63 reported incidents per 1000 population in 2008/2009 to 25 in 2013/14 a reduction of 60% (15,721 reported incidents in 2008/09 to 6,215 in 2013/14 – a reduction of 9,506 incidents).

Summary: From this insight, four strategic communication themes are clear:

- We need to increase the number of people who feel informed about the services we deliver through cost-effective and innovative communication
- Activity needs to focus on Council services that are making a difference to the lives of local people
- Services available to people in the way they want eg via the web, social media, telephone or face-to-face
- We need to do more work to support and influence local community safety partners reduce the fear of crime and ASB.

4.2 Businesses

There is little available research or insight into what businesses think about the services they receive from the City Council. The most recent research comes from the Black Country Business Survey, May 2013. However, this focuses on business growth factors and confidence. It highlights some positive news in that *'business confidence across Wolverhampton is high'* with 47% of businesses expecting turnover to increase in the next two years. 'Businesses' can be further segmented into three clear stakeholder groups: businesses, developers and investors.

Summary: There appears to be little insight into business perceptions. This plan would therefore advocate the following:

- Annual survey of businesses to measure perceptions including the three strategic questions set out under Section 4

- Survey results used as benchmark to develop further targeted communication activity and service improvement.

4.3 Our employees

There are some very good examples of internal initiatives such as single status and Futureworks. However, employee engagement in the broader sense is still under-developed.

Internal communication and engagement are significant improvement areas for the City Council. A weakness is the lack of current research and insight from our employees on which to base improvement – and communication - activity. The last employee perception survey was over five years ago.

Summary: more engaged and involved employees are happier and more productive. Strategic themes to consider are:

- In the short-term, developing an electronic baseline survey to get employee feedback on how internal communication could be improved. In the medium-to-longer-term, the Council should consider commissioning an independent annual employee survey (and annually thereafter) to get the views of employees on a wide range of issues including internal communication
- Developing a comprehensive and sustained internal communication and engagement plan *based on the feedback from the employee survey.*

5. Key issues

Based on the research above, there are a number of key issues to address. Some are short-term, whilst others – particularly perception issues – are longer-term:

- Resident and business trust and satisfaction with the Council and its' services need to be improved. Significantly, there are clear gaps in the Council's ability to measure key stakeholder perceptions of trust, confidence and service satisfaction. This needs to be addressed if we are committed to making a positive difference to the lives of Wolverhampton residents and business people. This calls for a clear stakeholder consultation / engagement strategy and in particular:
 - a more regular and sustained resident's perception (minimum 3 – 5 year resource commitment) and satisfaction survey
 - a more regular and sustained business perception and satisfaction survey (minimum 3 – 5 year resource commitment).

- Developing direct communication channels with local residents and businesses. There is a correlation between being informed about something (a service) and being confident in it. The City Council's direct channels of communication are limited, albeit developments such as Wolverhampton Today and the new website are excellent. Whilst other council's still publish regular resident newspapers to help keep residents informed, the City Council cut its own newspaper a number of years ago to make much needed savings. Cost effective digital alternatives are required and email marketing offers a real opportunity to achieve channel shift. A small level of investment is required here.
- Our employees are our most valuable asset. More time and investment needs to be put into internal employee communication and engagement particularly at a time when we are changing rapidly, trying to keep existing talent and to attracting new, high calibre employees when vacancies arrive.
- Given the significant challenges we still face due to the financial challenge, we need to manage and mitigate the impact of these on public confidence through proactive engagement and greater community empowerment. Public relations has a key role to play here in supporting engagement and increasing awareness of the rationale behind big decisions.

6. Communication objectives

In the broadest terms, the aim of this communication strategy and plan is to increase public trust and confidence in Wolverhampton City Council. Keeping communities and key stakeholders informed can make a real impact but this needs to be backed-up by excellent customer service. Research shows that the more informed people are more trusting and confident. The following key outcome indicators, based on those set out in the 'Building Trust Action Plan', are therefore recommended:

1. Increase the percentage of local residents / business leaders who trust their local council from benchmark to + ten per cent by 31 March 2018 (the LGA 2013 residents survey found that 61% of respondents said they had a great deal or fair amount of trust in their local council)

2. Increase the percentage of local residents / business leaders who agree that their local council acts on the concerns of local residents from benchmark to + ten per cent by 31 March 2018 (the LGA 2013 residents survey found that 63% of respondents agreed with this statement)
3. Increase the percentage of local residents / business leaders who agree that their local council keeps residents informed about the services and benefits it provides from 39% to 60% (LGA 2013 residents' survey average was 66%) by 31 March 2018.

These prime indicators will be supported by other outcome measures, for example employee perception, motivation and engagement (to be clearly articulated in a new internal communication and engagement strategy but to include % employees who have a clear understanding of how they contribute to the Corporate Plan and % employees satisfied with the council as an employer) and specific campaign plan objectives. Output objectives, aimed at increasing the capability and capacity of our communication activity, will also be measured:

4. Increase the number of *local* people who follow us on social media from 40,000 to 80,000 by the end of March 2018
5. Achieve 60,000 residents registered for email updates (53% of the 112,607 adults in Wolverhampton who are aged 18 and over and are in MOSAIC groups who preference email as a form of communication) by the end of March 2018 and all City businesses.
6. Achieve a balance in key media coverage of the City Council which is 60% factual/informative, 30% positive and <10% negative and where 60% of all coverage is generated proactively (generated by our efforts) and 40% reactively (responding to enquiries).
7. Deliver all agreed corporate campaigns detailed in section 6 (see also the agreed annual campaign plan at section 10) to deadline, to budget and to the satisfaction of internal customers.

7. Strategy

Our approach to communication will be defined by four strategic principles:

1. **Putting the 'City Strategy' and Corporate Plan at the heart of everything** – all communication activity will support delivery of our priorities. This will be based on planned and sustained campaigns for each of the four priorities (see section six).
2. **Digital by design** – the new structure (and processes) need to put much more emphasis on a channel shift to digital. More consumers are increasingly getting their information digitally and we have an opportunity to build market share to enhance direct communication and engagement. This means we have an opportunity to engage directly in a timely, open and direct way rather than relying on traditional channels. This is a long-term growth strategy which will include implementing and developing an email marketing / communication solution and will also see significant activity to grow our already successful and national-recognised social media channels.

3. **Brand leadership / positioning** – focused on our role in encouraging ‘pride in place’ and active support and participation in making Wolverhampton a better place and a place to be proud of **Wolverhampton: making it happen or Wolverhampton: the city at the heart of the Black Country. A great place to be’.**
4. **Partnership working** – wherever possible we will work with local, regional and national partners and agencies to achieve joint outcomes, consistency, coordination and better value for money for taxpayers.

8. Evaluation: measuring success

7.1 External stakeholders

Annual resident, Citizens’ Panel and business perception survey measuring:

- Level of trust in Wolverhampton City Council
- Extent to which City Council acts on the concerns of local residents
- How informed do you think your local council keeps residents about the services and benefits it provides.

7.2 Internal stakeholders

Annual employees survey measuring key perceptions including:

- % employees who are aware of the corporate priorities
- % employees who understand how their job contributes to corporate priorities
- % employees satisfied with the council as an employer
- % employees proud to work for the City of Wolverhampton Council.

7.3 Management reporting / accountability

- Weekly media / social media monitoring report

- Quarterly performance dashboard report including

- Media evaluation linked to priorities, tone, impact score and proactivity
- Social media evaluation linked to priorities, tone, impact score and proactivity
- Campaign evaluation detailing outcomes from PR activity on agreed programme of work.

7.4 Annual review

To ensure that the strategic approach and priorities are relevant and clearly connected to the Corporate Plan.

9. Our approach: people and processes

a. Departmental structure

Focus on building a new, dynamic team – by bringing in new thinking, and strategic PR skills, improving the skill base within the department to deliver integrated communication through a sustained plan of professional development and improving communication within the new team.

Roles and responsibilities will be aligned to delivering this plan and aim to foster closer team-work and development:

Head of Department	Lead for strategy development, service development strategic reputation management, overall internal and external campaign planning and coordination. Link and quality assurance for commissioned funding for City Marketing, lead communication strategist for City Board and wider partnership working across the City
Principal (lead) Communication advisor (Content and media)	Leads on strategic issue / reputation management, content/channel coordination and gathering across the team, Comms Tracker and media single point of contact for Corporate Directorate.
Principal Communication advisor (media)	Leads as campaign manager for 'Better Schools, Brighter Futures' campaign and media single point of contact for People Directorate.
Communications Officer (media)	Day-to-day media enquiries and single point of contact for Place Directorate.
Principal Communication advisor (Campaigns)	Lead for strategic campaign development and planning, specific campaign lead for 'Make a Difference' fostering, campaign lead for encouraging greater public participation in council decision-making, lead for event management and planning
Communication and Marketing Officer	Lead for 'Making it Happen' campaigns for jobs and growth and for delivering communications support to the annual City Board conference programme and action plan
Communication and Marketing Officer	Lead for 'Cleaner, Greener Better' campaign and "Healthier, Happier Lives"
Communication Officer (Digital)	Lead for Pride in the City campaign and digital content gathering and publication
Communications Officer (internal)	Delivers the internal communication and engagement plan and also supports on day-to-day media enquiries where capacity available.
Communication assistant	Daily media monitoring, social media monitoring, administration of Comms Tracker, general

b. Better planning and processes

This will be underpinned by:

- *Prioritising what matters* – the department can play a key role in raising awareness of, and support for, the priorities set out in the Corporate Plan and what we are doing to deal with the things that matter to Wolverhampton people. With reduced resources, there needs to be a clear plan to prioritise what gets done (clear link to Corporate Plan) and what doesn't (no link).
- *Evidence / insight-based* – this strategy and all supporting communication / public relations campaign will be based on research and evidence
- *Be more proactive, less reactive* – through better strategic and operational planning
- *Better information technology* – to improve integrated internal and external communication and information management, flexibility and responsiveness

Key products the team will implement will include a:

- A Corporate Communication Strategy/Plan 2015/18
- A quarterly campaign planner with all campaigns based on the same model of excellence: ROSIE (Research, Objectives, Strategy, Implementation and Evaluation).
- A quarterly performance dashboard
- Comms Tracker Forward planning grid (electronically available to key internal stakeholders)
- A new media management and evaluation database
- Digital channel shift in PR with a new email-marketing system and market growth strategy
- Development plans for every member of the team, reviewed monthly by the Head of Department.

c. Dealing with media enquiries

- Service coverage provided by team between 8.30am and 5pm
- Development of a media protocol to ensure coordination, consistency and clarity of roles and responsibilities between employees, elected councillors and Corporate Communications
- Given the importance of the ongoing relationship with the local media, organise meetings between the Leader, Chief Exec, Head of Corp Comms every two months. With clear agenda focusing on issues and opportunities.

d. Flexible and responsive customer service and support:

- Out-of-hours rota to support senior elected councillors and ensure emergency preparedness
- Customer service standards embedded throughout the team (based on those developed by Customer Services)
- Councillor development sessions to build confidence and skills in dealing with the media and social media.

Appendix one:

Action plan 15/16

Action	Strategic link	Who
Deliver the corporate communication forward planning grid (Comms Tracker) to improve content coordination, prioritisation and scheduling and provide weekly updates to senior officer and political leadership	Confident, capable council	TC
Develop a draft corporate communication strategy for approval by senior executive and political leadership to include an action plan	Confident, capable council	IF
Develop a media protocol to a consistent, coordinated and mutually beneficial approach between executive leadership, political leadership and the corporate communications team.	Confident, capable council	IF
Develop annual campaigns plan with budgets and timescales agreed with service leads	Confident, capable council	SJ/IF
Develop 15/16 campaign plan for the “Make a Difference” fostering campaign working closely with the People directorate including a campaign to recruit Special Foster Carers	Confident, capable council	SJ/IF
Provide support to Place Directorate senior management team in developing the ‘Wolverhampton Story’ and digital platform for joined-up promotion of the city	Stronger economy	IF
Develop a sustained 15/16 PR plan for the ‘Better Schools, Brighter Futures” campaign to show what we are doing to support school and educational improvement across the city.	Stronger communities	PB
Develop a sustained 15/16 PR plan for the ‘Cleaner, Greener, Better” campaign	Stronger communities	BH
Develop a sustained 15/16 PR plan for the ‘Healthier, Happier. Longer, Lives” campaign	Stronger communities	BH
Continuous Professional Development plans in place for all employee appointed to the new structure, based on role profiles and reviewed monthly	Confident, capable council	IF

Programme of weekly media monitoring summary reports distributed to key stakeholders	Confident, capable council	TC
Develop a sustained 15/16 PR plan for the 'Making it Happen' campaign focusing on jobs and growth	Stronger communities	JP
Develop overall communication strategy for supporting Wolverhampton City Board's annual conference programme including 1) Visit Wolverhampton Week (July 15), Wolverhampton Business Week 2015 (Sept 15) and Wolverhampton Working Well Week (March 2016) including objectives, strategy, implementation plan and apportioned budget spend	Stronger economy	JP
Put together an options plan to re-invigorate city boundary signage and improve image of city to potential investors, visitors and residents exploring the option of digital signage	Confident, capable council	IF
Implement media management database to improve consistency and coordination of approach to dealing with media enquiries	Confident, capable council	TC
Develop a communication plan for Futurespace to mitigate (as far as possible) the impact of the proposals	Confident, capable council	IF/IC
Develop an internal communication plan and plan on a page for the City Council based on direct feedback from employee (phase one – prior to full employee survey)	Confident, capable council	IC/IF
Produce draft residents survey aimed at understanding perceptions of Wolverhampton people and businesses	Confident, capable council	IF/CJ
Review current corporate identity / branding guidelines and make recommendations for improvement to achieve a strong visual presence for the organisation. Implement new approach.	Confident, capable council	IF
First performance dashboard / infographic report distributed to key internal stakeholders	Confident, capable council	IF
Deliver a new cost effective, digital, partnership approach to events marketing across the City	Stronger Place	IF/SJ
Develop fly-tipping communications plan as part of "Cleaner, Greener, Better" in close liaison with colleagues in the Place Directorate	Stronger Place	BH
Develop an integrated, targeted plan to increase our social media reach and develop new SM channels which improves communication with key stakeholder groups and thereby two-way engagement opportunities	Confident, capable council	TC/BH
Develop 16/17 budget communication and consultation plan	Confident, capable council	TC
Implement a new approach to email marketing aimed at improving direct communication and engagement with key audiences and better managing service demand	Confident, capable council	IF/PO
Deliver residents survey aimed at understanding perceptions of Wolverhampton people and	Confident, capable	IF/CJ

businesses	council	
Review the schools marketing service level agreement to make recommendations for the future direction	Confident, capable council	IF
Review and update the Council's social media policy in close liaison with customer services	Confident, capable council	IF
Develop campaign plan for Operation Springclean	Confident, Capable Council	TC
Annual awards event, funded by sponsorship, to recognise and reward the contribution of our employees	Confident, capable council	IC

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Appendix two

Campaign plan 15/16

Campaign	Month										
	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec	Jan	Feb	Mar
Making it Happen: jobs and growth											
Making it Happen: City Conferences											
Cleaner, Greener, Better				FT					DF		SC
Better schools, brighter futures											
Fostering											
Pride in the City											
Encouraging participation											
Healthier, happier, longer lives									SK	SK	
Internal communication											