

Angus Community Planning Partnership

COMMUNICATIONS STRATEGY

March 2004

ANGUS COMMUNITY PLANNING PARTNERSHIP

COMMUNICATIONS STRATEGY

1 INTRODUCTION

The Angus Community Plan sets out a vision for Angus for the next 10 years. The need to communicate with stakeholders, external and internal, and local and national, to generate and encourage interest is central to the development and implementation of community planning in Angus.

The Angus Community Planning Partnership has agreed to adopt the Angus Ahead logo and campaign as its promotional, marketing and communications arm, which also ensures that all partners are communicating with one positive voice across Angus.

2 AIMS

The aims of the Communications Strategy are to achieve:-

- 2.1 Better communication leading to better performance
- 2.2 Improved information flow throughout the whole community planning framework
- 2.3 Better information and communication channels to enable community participation
- 2.4 Increased awareness and understanding of community planning in Angus

3 PRINCIPLES

The Communications Strategy is based on four key principles:-

- 3.1 the right information
- 3.2 to the right people
- 3.3 in the right medium
- 3.4 at the right time

These principles include a number of key factors:-

- Communication must be meaningful and appropriate
- Each community planning partner must understand their role, how to communicate with other partners and with the wider community
- Information must be accessible
- Quality mediums and methods must be used
- Communication channels must allow information to flow through and across all levels of the Partnership
- Information must be relevant and in Plain English
- Consideration must be given to the needs of people with disabilities and those from minority ethnic communities
- The process must be transparent

4 THE STRATEGY

Essentially there are two distinct types of communication.

The first relates to the free flow of information across the Partnership. Whilst the normal model adopted for such a partnership is that of top down and bottom up communication, a model for cross flow of information must also be developed.

The second type of communication relates to providing channels for the public to be involved.

Channels for both of these have to be built into the process.

4.1 THE RIGHT INFORMATION

Information must be meaningful and relevant. The following have been identified as the kind of information the Partnership should communicate:-

a **Promotional Material**

To raise awareness and understanding of community planning in Angus.

b **Contacts**

The Community Planning Team has now been established and contact information should be made available.

c **Structures**

In addition to the Angus Community Planning Partnership, there are a number of groups taking forward the work of the Angus Community Plan on a thematic basis and therefore the membership, reporting structure and relationship with other groups requires to be communicated.

d **Work of Community Planning Partnership/Groups**

Information regarding the work of the Angus Community Planning Partnership and the various Themed Groups requires to be made available.

e **Strategies/Policy Documents**

The strategies/policies and action plans which relate to the Angus Community Plan require to be made available, or at least a list of all these documents.

f **Area Profile Information**

Area profile information should be made available both on an Angus-wide basis and on a more local basis.

Also, consideration will be given to developing a mechanism to share and gather in information from the communities to inform the community planning process, eg Area Forums, Community Council meetings, public feedback, Angus Citizens Panel, Angus Youth Congress, website, etc.

The Angus Community Plan Progress Report and Review includes a performance supplement, using an indicator framework to measure progress towards the priorities outlined in the Angus Community Plan on a thematic and area basis.

4.2 **THE RIGHT PEOPLE**

The need to communicate with stakeholders, external and internal, and local and national, to generate and encourage interest is central to the development and implementation of community planning in Angus. The stakeholders have been identified as:-

a **EXTERNAL - LOCAL**

i **Individuals**

These are individual residents and people who use services, people who benefit from services and potential customers or those who do not currently use services but may need or want to use services were they to know about them.

It is acknowledged that different strategies/approaches will be required for communication with children and young people, adults with learning difficulties, and those from ethnic minority groups.

ii **Community Councils**

There are 26 community councils in Angus.

iii **Community Groups**

These can be geographically defined or communities of interest.

iv **Voluntary Organisations**

The local Council for Voluntary Service is Angus Association of Voluntary Organisations (AAVO), which is one of the Angus Community Planning partners. It was established in Arbroath in 1990, and is an independent organisation with charitable status.

AAVO provides a comprehensive advice and information service to community groups and voluntary organisations throughout Angus and all of the leading voluntary organisations hold membership of or affiliation to AAVO.

Encouraging community involvement and voluntary activity is a key element in AAVO's support for the community and voluntary sector in Angus.

There are three major voluntary sector fora in Angus (Children's Services/Homelessness/Drugs and Alcohol Action), providing a vital framework for those strands of community and statutory partnership.

v **Volunteers**

A number of the Partner organisations utilise volunteers in terms of service provision, or to enhance the quality of life of many people in the communities throughout Angus.

The Volunteer Centre Angus, based in Arbroath, is part of a national network of volunteer centres.

vi **Business Sector**

Within Angus there is a diverse range of businesses operating including engineering, textiles, agriculture, food processing, and tourism sector.

There are a number of local business associations and there is the Small Business Gateway based in Arbroath.

vii **Partner Organisations**

These are other relevant local partner organisations and partnership arrangements, which are not part of the formal Community Planning Partnership, such as the Brechin and Montrose Partnerships.

b **EXTERNAL – NATIONAL**

This includes CoSLA and its Community Planning Officers' Network, the Community Planning Task Force, Scottish Executive, the Scottish Parliament through MSPs and European Parliament through MEPs.

c **INTERNAL**

This is staff, at all levels, of the Partnership organisations, board members and local elected members.

4.3 THE RIGHT MEDIUM

The appropriate medium and its accessibility are important in communicating information, taking into consideration the use of appropriate formats such as large print, Braille, audio and other languages in respect of the following identified mechanisms:-

a Website

A website is regarded as one of the major ways to communicate with a wider audience in order to disseminate information, create awareness and receive feedback.

There will be a Community Planning section of the Angus Ahead portal, which is currently under development, with links to and from all Partner organisations' websites.

b Intranet

It is recognised that not all staff within the Partner organisations have access to the internet. However, some of the Partners do have their own intranet sites, which will be used to communicate information internally.

c Newsletters

Most of the Partner organisations produce a newsletter, some for external use and others for internal use only, which will be utilised to communicate information.

Angus Council is developing a newspaper for residents of the county. The publication will provide citizens with information about services, facilities and activities in Angus. To be most useful to recipients it needs to reflect the work and aspirations of the community planning partners, to demonstrate the more coordinated approach to service provision.

d Media

It is also important that Community Planning in Angus is communicated through the press by including regular features in the local newspapers.

e Consultation Mechanisms

There are a number of consultation and involvement mechanisms currently in place, which can also be used to communicate information. This includes the Annual Community Planning Conference and also area forums established by Angus Council as part of their decentralisation arrangements, which Angus Community Planning Partners have agreed to utilise and support, as appropriate.

The Council also holds bi-annual meetings with the Angus Community Councils and the Angus Community Planning Partnership is considering holding similar meetings focusing on community planning. Furthermore, volunteer forums, volunteer engager forums and voluntary sector forums have been established.

It has been agreed by the community planning partners to develop Angus Council's Consultation and Involvement Strategy with a view to undertaking joint partnership consultation and involvement exercises. Also, a "Have Your Say" database has been developed, which promotes information-sharing and comment, and is currently available on the Angus Council website.

f Training

A programme of presentations on Angus Community Planning will be delivered, initially, to all Partner organisations and the themed groups.

There is scope for this to be delivered further and the Scottish Executive have recently drafted guidance on Community Learning and Development which may assist in delivering appropriate training in terms of community planning.

Nationally CoSLA has established a group to consider the training requirements for Community Planning Partnerships.

Community Planning in Angus should be included in all Partners' Staff Induction Programmes.

g Meetings

The Community Planning Partnership, the Themed Groups and the local partnerships meet on a regular basis. These meetings should be used to develop the model for cross flow of information as well as top down and bottom up.

h General Correspondence

There will, of course, be occasions where the most appropriate form of communication will be via letter or memo.

4.4 THE RIGHT TIME

The timing of communicating information is crucial. An audit of current communication arrangements within Partner organisations requires to be undertaken and a calendar produced in order to effectively co-ordinate communications.

SUMMARY

There is no one best way to communicate as it is dependent on the people you are trying to communicate with, the kind of information you are trying to communicate and the media available. With this in mind, the matrix in Appendix 1 attempts to clarify this.

6 WAY FORWARD

There are a number of areas that require to be developed in order for the Angus Community Planning Partnership to be effective in its communications. These have been translated into an action plan (Appendix 2).

7 CONCLUSION

It is recognised that the successful implementation of the Community Plan will to a very large extent be dependent on the success of jointly developed strategies and the implementation of this joint Communications Strategy will contribute significantly in the effectiveness of community planning in Angus.

ANGUS COMMUNITY PLANNING PARTNERSHIP

**COMMUNICATIONS STRATEGY
MATRIX**

THE RIGHT PEOPLE (Who to communicate with)	THE RIGHT INFORMATION (What to communicate)	THE RIGHT MEDIUM (How to communicate)
Individuals	<ul style="list-style-type: none"> • Promotional Information • Contacts • Work of Community Planning Partnership/Groups • Area Profile Information 	<ul style="list-style-type: none"> • Website • Newsletters • Media • Area Forums • Annual Conference • Meetings • Training
Community Councils	<ul style="list-style-type: none"> • Promotional Information • Contacts • Structures • Work of Community Planning Partnership/Groups • Area Profile Information 	<ul style="list-style-type: none"> • Community Council Meetings • Bi-annual Meetings • Website • Newsletters • Media • Area Forums • Annual Conference • General Correspondence • Meetings • Training
Community Groups	<ul style="list-style-type: none"> • Promotional Information • Contacts • Structures • Work of Community Planning Partnership/Groups • Area Profile Information 	<ul style="list-style-type: none"> • Website • Newsletters • Media • Area Forums • Annual Conference • General Correspondence • Meetings • Training
Voluntary Organisations	<ul style="list-style-type: none"> • Promotional Information • Contacts • Structures • Work of Community Planning Partnership/Groups • Area Profile Information 	<ul style="list-style-type: none"> • AAVO • Website • Newsletters • Media • Area Forums • Annual Conference • General Correspondence • Meetings • Training • Volunteer Engager Forums • Voluntary Sector Liaison Forum
Volunteers	<ul style="list-style-type: none"> • Promotional Information • Contacts • Structures • Work of Community Planning Partnership/Groups • Area Profile Information 	<ul style="list-style-type: none"> • Angus Volunteer Centre • Website • Newsletters • Media • Area Forums • Annual Conference • General Correspondence • Meetings • Training • Volunteer Forums • Volunteer Engager Forums

THE RIGHT PEOPLE (Who to communicate with)	THE RIGHT INFORMATION (What to communicate)	THE RIGHT MEDIUM (How to communicate)
Business Sector	<ul style="list-style-type: none"> • Promotional Information • Contacts • Structures • Work of Community Planning Partnership/Groups • Area Profile Information 	<ul style="list-style-type: none"> • Website • Newsletters • Media • Area Forums • Annual Conference • General Correspondence • Meetings • Training
Partner Organisations	<ul style="list-style-type: none"> • Promotional Information • Contacts • Structures • Work of Community Planning Partnership/Groups • Strategies/Policies • Area Profile Information 	<ul style="list-style-type: none"> • Website • Intranet • Newsletters • Media • Training • General Correspondence • Meetings
Local Partnerships	<ul style="list-style-type: none"> • Contacts • Structures • Work of Community Planning Partnership/Groups • Strategies/Policies 	<ul style="list-style-type: none"> • Partnership Meetings • Website • Newsletters • Media • Area Forums • Annual Conference • General Correspondence • Meetings • Training
Staff	<ul style="list-style-type: none"> • Contacts • Structures • Work of Community Planning Partnership/Groups • Strategies/Policies 	<ul style="list-style-type: none"> • Website • Intranet • Newsletters • Training • Meetings
Elected Members	<ul style="list-style-type: none"> • Contacts • Structures • Work of Community Planning Partnership/Groups • Strategies/Policies 	<ul style="list-style-type: none"> • Council Meetings/Minutes • Community Planning Member/Officer Group • Website • Intranet • Newsletters • Annual Conference • Training • Meetings
Community Planning Partnership	<ul style="list-style-type: none"> • Contacts • Structures • Strategies/Policies • Work of Community Planning Partnership/Groups 	<ul style="list-style-type: none"> • Community Planning Partnership Meetings • Website • Newsletters • Annual Conference • Training • Meetings
Community Planning Themed Groups	<ul style="list-style-type: none"> • Contacts • Structures • Work of Community Planning Partnership/Groups • Strategies/Policies 	<ul style="list-style-type: none"> • Themed Group Meetings • Website • Intranet • Meetings • Training

ANGUS COMMUNITY PLANNING PARTNERSHIP

**COMMUNICATIONS STRATEGY
ACTION PLAN 2003-2005**

ACTION	TIMESCALE	RESPONSIBILITY
1. Undertake an audit of:- <ul style="list-style-type: none"> • Current mechanisms – internal & external • Current timetables • Future communications 	August 2003	All Partners
2. Develop an annual calendar of communications/publications Update information on an annual basis	<ul style="list-style-type: none"> • August 2003 • Autumn each year 	<ul style="list-style-type: none"> • All Partners • Community Planning Team & PR/Communications contacts
3. Establish linkages/working relationship with the appropriate PR/Communications staff across Partner organisation Update contacts list on an annual basis	<ul style="list-style-type: none"> • August 2003 • Autumn each year 	<ul style="list-style-type: none"> • All Partners • Community Planning Team & PR/Communications contacts
4. Development of the Community Planning section of the Angus Ahead portal – content, editorial function, responsibility, costs, links	January 2004	Community Planning Team
5. Discuss with Partner Personnel/Training Services the inclusion of community planning awareness in Staff Induction Programmes	November 2003	All Partners
6. Consider further delivery of Community Planning Presentation to other staff/groups	Ongoing	All Partners
7. Develop mechanism(s) to share and gather in information from the communities to inform the community planning process	December 2003	All Partners
8. Develop strategies/approaches for communicating with children & young people, adults with learning disabilities and those from ethnic minority groups	December 2003	All Partners
9. Collate information on the Thematic Groups – membership and reporting structure	September 2003	Community Planning Team
10. Collate information on strategies/policies relating to Community Planning in Angus	December 2003	Community Planning Team & Partners

ACTION	TIMESCALE	RESPONSIBILITY
11. Establish procedures for Thematic Groups to produce progress reports	Annual - December	All Partners
12. Establish procedures/mechanisms for keeping information up-to-date (see also action points 2 & 3)	December 2003	Community Planning Team and, internally, for each Partner
13. Develop area profile information	June 2005	All Partners
14. Approval of finalised Communications Strategy & Action Plan	March 2004	All Partners
15. Implementation/communication of Communication Strategy & Action Plan across all partner organisations	April 2004 onwards	All Partners
16. Consideration to be given to the introduction of a newspaper for residents of Angus	March 2005	Angus Council