

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

30 September 2014

CITY OF CARDIFF COUNCIL COMMUNICATIONS:
COMMUNICATIONS STRATEGY & CAPITAL TIMES UPDATE

Reason for the Report

1. To enable the Committee to scrutinise the Council's approach to communications approach and receive an update on the production of the draft Communications Strategy 2014-17. The Communications Team and County Clerk and Monitoring Officer have worked to produce an early draft Communications Strategy to consult upon with the Committee. The draft is attached at **Appendix A** together with a summary of activity for 2013-14 at appendix A 1.
2. As part of its work programming discussions in August 2014, the Committee also agreed to ask for a brief update on the Capital Times to coincide with the Communications item. A presentation is attached at **Appendix B**.

Background

3. As part of the Council's former Transformation Portfolio of projects, a Communications and Media project was established. Three years ago, service area-based communications and media functions across the Council were centralised, bringing together media and internal communications and reducing staff numbers from 131 to 32 and the annual spend on communications activity from £4m to £360k. At that point the function was part of the Shared Services service area. As part of the senior management restructure agreed in October 2012, the Communications and Media function was to have formed part of the Cabinet Office. Following deletion of the Cabinet Office manager post, the function has been situated with the County Clerk and Monitoring Officer Directorate.

Welsh Local Government Association Peer Review findings

4. In May 2013, the Cabinet commissioned a Peer Review from the Welsh Local Government Association (WLGA) to verify the scope and scale of the risks facing the Council, to benchmark the authority against best practice and to identify any further challenges. The Review was carried out in July 2013 and formally reported to the Cabinet in October 2013.
5. The Peer Review report made a number of comments relating to the Council's communications approach:
 - "The scale of change required will put pressure on the leaders of the organisation who will need to be visible and explain what is happening and how important is the response. Without this there will be confusion, understandable reluctance, denial and outright opposition by some to the action now so desperately needed. There was little evidence to show that this is happening and it will be an urgent task to begin the communication programme with staff and the public alike."¹
 - "There is a danger that the political and managerial leadership in the Council becomes more remote and leaves the rest of the organisation behind without a major effort to improve communication internally. We saw no evidence of a major internal communications programme and little sign of visible and consistent managerial leadership."²
 - [One of the political leadership tasks is] representing the body in the external world. There is some good work here as outlined in the previous and following sections but there are some weaknesses and confusion, often it seems exacerbated by badly timed and over use of Twitter and an intrusive media."³
 - "The media positioning of the council needs improvement. Given the scale of ambition there is a story to tell, but the perception of both Members and Officers was of a council that was under pressure and reactive rather than one in control of its own agenda. Improving this and communicating the vision and impacts externally and internally is an urgent priority."⁴

¹ WLGA Peer Review, p. 7

² Ibid., p. 9

³ Ibid., p. 9

⁴ Ibid., p. 31

- “The vision of the authority is clear but not universally understood. There is an urgent need for the challenges facing Cardiff to be communicated as well as the response of the Council to these challenges. It is vital that this is done both inside the Council and outside it.”⁵

6. The Peer Review therefore recommended that “The vision of the Council is communicated and distilled for internal and external audiences.”⁶ It also stated that “The entire communication approach of the Council should be re-visited and the press office needs to change from being reactive and transform into a pro-active media machine so that Cardiff Council sets expectations around what it can do and has done rather than as now managing expectations around current performance.”⁷

APSE Communications Review

7. Following this, in October 2013, the Cabinet commissioned a review of the Council’s Communications and Media functions and capabilities. This was undertaken by APSE. As parts of the Review cover specific personnel issues, a summary of the Review is attached at **Appendix C**. The summary sets out the Review methodology, findings, issues highlighted by service customers and eleven recommendations for the future.

Organisational Change

8. At its meeting on 15 May 2014, the Cabinet approved a report entitled ‘Establishing a Programme of Organisational Change for the City of Cardiff Council’. The report sets out a progress update against each of the Peer Review recommendations. The updates for the recommendations relevant to Communications are attached at **Appendix D**.

9. The Organisational Development programme included five separate work streams, one of which is the ‘Engagement and Improvement’ work stream. The objective of this work stream is to ‘Improve employee, member and stakeholder awareness of the Council’s priorities, challenges and successes through effective communications’.

10. Against this objective, the following actions were agreed:

⁵ Ibid., p. 31

⁶ Ibid., p. 32

⁷ Ibid., p. 36

Action	Lead	Target date
Communication & Public Engagement Strategy approved by Cabinet designed to identify and communicate the council's vision of its purpose and intended outcomes for citizens and service users	Marie Rosenthal	Sept 2014
Implement Communication channels to improve employee engagement	Marie Rosenthal	Sept 2014
Increase citizen participation using social media to access information about the Council	Marie Rosenthal	Jun 2014
Develop proposals for increasing subscriber-led communications	Marie Rosenthal	Jun 2014

11. Overall measures of success for the Engagement and Improvement work stream, as set out in the Organisational Change Cabinet report, include:

- The values and mission statements of the Council owned, understood and role-modelled
- Proactive communication evident in all available channels.

12. As a result:

- An employee engagement programme has been established
- Employee Roadshows have taken place and more are planned
- Employee Ambassadors have volunteered from across the Directorates
- All channels of communication are being used to promote the Organisational Change programme.

County Clerk & Monitoring Officer Directorate – Delivery Plan and Budget Proposals

13. The County Clerk and Monitoring Officer Directorate Delivery Plan, which this Committee considered at its July 2014 meeting, set out a number of more detailed actions and milestones to deliver the Corporate Objective of producing a new Communications Strategy. These are set out in the table attached at **Appendix E**.

14. The 2014/15 Budget also approved a number of savings proposals for the Communications Team, which totalled £528,000. A breakdown of these savings is attached at **Appendix F** (lines 1 – 5). As at Month 3, the service has achieved £5,200 of advertising and other income, as against an overall target of £265,260 for 2014/15. As set out in the Directorate's Quarter 1 performance report, which is attached at **Appendix G**, income is traditionally low at this time of year, but the target will be challenging to meet by year end. As of the end of Quarter 2, the service has achieved £70,000 of advertising and other income. Other avenues to generate income, such as the external sale of design services are being explored.

Issues – Draft Communication Strategy

15. The Communications Team and County Clerk and Monitoring Officer have worked to produce an early draft Communications Strategy to consult upon with the Committee. A copy of the draft Strategy is attached at **Appendix A**.

16. Members will note that the draft Strategy proposes the following objectives:

- To improve the image of the Council
- To demonstrate that we are a listening and engaging Council
- To ensure the Council's achievements are recognised and celebrated
- To increase the percentage of residents who think the Council is doing a good job
- To increase the percentage of residents who think the Council keeps them well informed
- To increase the number of staff who feel informed and engaged with the changes happening across the Council and delivers to the highest standards
- To ensure the communities we serve are aware the way services are delivered has to change
- To deliver a consistent and high quality brand across all Council directorates
- To work with our partners both public and private to deliver for the city of Cardiff.

Issues – Capital Times

17. During the Committee's work programming forum meeting, Members expressed an interest in also exploring how the 2014/15 Budget Proposals have affected the Capital

Times and its advertising revenue. As part of the 2014/15 Budget, it was agreed that the Capital Times would only be printed six times a year and that on alternate months it would be published online. Attached at **Appendix B**, Members will find a presentation paper setting out costs and income levels for the Capital Times for the current and last three years. The presentation also sets out readership data.

Scope of the Scrutiny

18. This item will give the Committee the opportunity to consider the draft Communications Strategy and how it responds to the comments of the WLGA Peer Review and subsequent APSE report. It will also give Members the chance to consider the current operation of the Capital Times in the light of this year's budget savings and as the 2015/16 budget proposals are developed.

Way forward

19. Marie Rosenthal, County Clerk and Monitoring Officer, and Jeremy Rhys, Interim Head of Communications and External Relations, will be in attendance for this item to answer Members' questions.

Legal Implications

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

22. The Committee is recommended to:

- i. Consider the information presented in this report and at the meeting;
- ii. Decide whether it wishes to make any comments or recommendations to the Cabinet as the Communications Strategy is developed.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
24 September 2014

Draft Communications Strategy

► 2014 - 17





1 Introduction

The City of Cardiff Council is committed to delivering great value for the city in all that it does. There is a well established track record of innovative policy-making and service delivery and the Council is ambitious in its plans to make **Cardiff Europe's most liveable capital city**.

The challenge is to make sure the people we serve understand the work we do, the services we provide and the direction in which we are taking the capital city of Wales against a backdrop of financial austerity that means in future things are going to have to be done in another way.

Put simply, the Council is going to look very different in 2017.

The communication strategy is intrinsic to helping the communities we serve feel engaged and understand the changes that need to be made as well as be part of the debate on the future of public sector services in the city.

We are determined to meet these challenges ahead proactively and positively as we adjust our services to reflect the realities of a significantly reduced budget.

Communications and engagement are integral to meeting the challenges. We will be consistently proactive in our communications to raise awareness and understanding of the City of Cardiff Council; inform and engage with staff and involve residents and communities in our services and how they are changing. All communications activity will be bilingual.

Our aim is to be clear and focused and involve residents, staff and our communities in our communications.



2 Priorities

The City of Cardiff Council has outlined a number of key priorities for the organisation which are embedded in all our communications:

- Promote economic development as the engine for growth and jobs;
- Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond;
- Support vulnerable adults, children and young people in times of austerity; and
- Work together with partners and communities

3 Values

The City of Cardiff Council has strong values which are part of all we do. These values which are built around one team making the difference are:

- We are Cardiff
- We are open
- We are fair
- We are together

4 Objectives

The objectives of the communications strategy are to:

- To improve the image of the Council
- To demonstrate that we are a listening and engaging Council
- To ensure the Council's achievements are recognised and celebrated
- To increase the percentage of residents who think the Council is doing a good job
- To increase the percentage of residents who think the Council keeps them well informed
- To increase the number of staff who feel informed and engaged with the changes happening across the Council and delivers to the highest standards
- To ensure the communities we serve are aware the way services are delivered has to change
- To deliver a consistent and high quality brand across all Council directorates
- To work with our partners both public and private to deliver for the city of Cardiff



5 Key messages

A number of key messages have been developed to support the delivery of the priorities and the objectives. The messages will be reviewed annually:

Lead Message: We want to make Cardiff, Europe's most liveable capital city.

- We want to engage with our communities to hear what they think about how our services can be provided in future.
- We, like all local authorities are continuing to face tough economic times but we will face these challenges proactively and positively.
- The City of Cardiff Council is going to look very different in 2017.
- The City of Cardiff Council will bring jobs and investment to the city increasing opportunities for employment and the economic growth of the city region and the country.
- We are a co-operative Council and committed to exploring new ways of working.

- We will protect the most vulnerable in times of austerity.
- We prioritise the access to good education and training for all.
- We are creating a city for people defining an approach which raises our economic prosperity but without sacrificing the things which make Cardiff great.
- We want to work with our key partners and our communities to encourage sharing of service delivery.
- We are designing and delivering services with people strengthening our relationships with and between the people we serve.
- We are one Council delivering for Cardiff.

By relating all activity to these key messages we can begin the process of measuring change in the perceptions of the people the council serves.

6 Audiences

Target audiences will be identified on a project by project basis but will be drawn from the following list:

- Residents of Cardiff – these will be split into different audiences depending on relevant demographics and activity
- Cabinet Members
- Council Members
- Trade Unions
- Chief Executive and Directors
- Council employees

- Business communities – local, regional, national, UK and global
- Opinion formers
- Partner/stakeholder organisations
- Welsh Government
- Central Government
- AMs
- MPs
- Local Authorities
- Core Cities Network
- European City Networks
- Media



7 How

Effective communication with a range of audiences is key to the success of the communication strategy and a number of different channels will be utilised to ensure the most appropriate method is being used for each audience. Innovation and cost implications will also play their part in helping to ensure we are delivering the best value for money in all our communication activity.

This document forms the overarching communications strategy for the organisation and individual communication plans will be developed for specific communication campaigns.

A comprehensive action plan detailing priority communications activity for each year will also be produced in consultation with Cabinet and Senior Management Team.

All communications activity will adhere to the Welsh Government's **Code of Conduct on Local Authority Publicity**, please see appendix 1. The code requires that all publicity by local authorities should be lawful, cost effective, objective, even-handed and appropriate and that it has regard to equality and diversity.

We will regularly evaluate the effectiveness of how we communicate with our audiences through monitoring of established communication channels, Ask Cardiff survey, employee survey and evaluation of specific campaigns.

We will update the Cabinet and SMT each month on key communication activity.



7.1 Communicating with residents, businesses and visitors

The team has vast experience of producing industry-recognised campaigns using innovative and cost effective communication channels to create calls to action or nudge people to change their behaviour.

Recent campaigns have included ones on school attendance, a drive to recruit foster carers and a drive to stop littering, The Usual Suspects.

The team also produces the award-winning Capital Times newspaper which is produced online monthly and delivered every other month to every home in the city. It continues to test well in regular Ask Cardiff surveys with 8 out of 10 people stating they find the content and design good or very good.

We also edit and produce the quarterly Tenants' Times.

Our communications, to residents, businesses and visitors, will emphasise that the Council is making **Cardiff Europe's most liveable capital city**, improving lives by helping to deliver opportunities such as jobs, access to high quality education and training while protecting the most vulnerable.

We will ensure that we champion ways of people being able to help themselves and provide information on ways of accessing services which create pathways to more prosperous lives.

We will utilise existing links with neighbourhood partnership groups, the friends groups and hyperlocal websites and blogs to **engage with communities strongly on the co-operative agenda**, explaining how they can best work with us to deliver the services their localities require, giving key examples of work already being undertaken such as Friends Groups and the energy sharing scheme Cyd Cymru.

We will deliver **12 campaigns** each year that will link with the key priorities, values and vision of the Council. Please see appendix 2 for list of campaigns.

The council's website is an effective way to communicate cost effectively. We will use the website to promote our

campaigns. We will develop and maintain a virtual **Cardiff newsroom** which will contain all press releases and statements issued by the Council as well as links to our social media sites. All press releases will be issued to media, uploaded to the website and tweeted simultaneously.

The City of Cardiff Council's **Twitter account currently has in excess of 27,000 followers**. The communications team will continue to monitor social media, utilising it as channel to both give information about Council services as well as promote campaigns and events. We will also continue to ensure it forms part of our business continuity plans as a quick and effective method of communicating with people during times of service disruption.

We will **accelerate our shift towards digital communications**. We will continue to grow our use of social media including Twitter and Facebook to reach a wider span of audiences.

7.2 Public engagement

We will promote a **major public engagement campaign called the Cardiff Debate** with our partners which will engage and consult with residents to look at how services in Cardiff could be delivered in future, utilising a range of communication channels to reach as wide and diverse a target audience as possible.

This three-year programme of events, workshops and discussions will seek to engage all Cardiff's communities in the debate about the future of the public services in the city and how they can make their views known, get involved and help co-produce services.

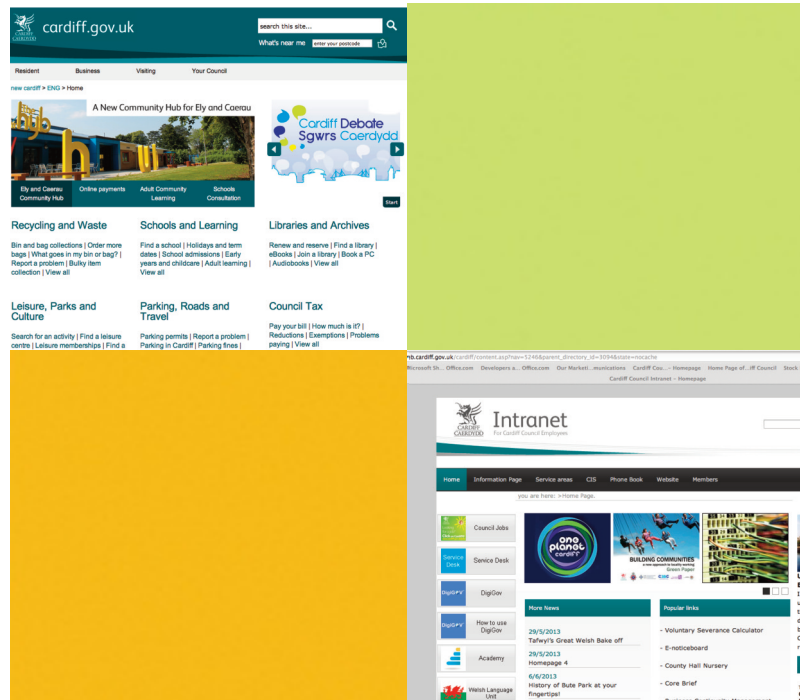
Dedicated communication portals for the Cardiff Debate including Facebook, Twitter and a website are already or being established and we will promote the brand across all other existing communication channels.

There will be ongoing engagement with the public throughout the debate involving on-street conversations, neighbourhood events, social media activity and surveys. We will regularly keep Cardiff's communities up to date with what is being said and actioned as a result.

We will instigate a regular **You said , We did** column in the Capital Times and promote via our online channels to make people aware of the results of their feedback and engagement with us.

We will also use existing channels such as Communities First, Families First, the Neighbourhood Partnerships, community groups and the third sector to make best use of the resources that we share and the communication and engagement that we all do with the citizens of Cardiff.

We will promote the annual Ask Cardiff survey which goes out each year in the city to our partners, key stakeholders, the public and our staff.



7.3 Communicating with members

The City of Cardiff Council has **75 elected members** serving 29 electoral divisions. There is currently a majority Labour administration. The next elections are due to take place in 2017.

Local councillors have a huge influence on local issues with qualities such as honesty, trustworthiness, accessibility and competence all seen as important by the electorate.

It is therefore important that all members receive consistent, accurate and timely information from all directorates to enable them to undertake their roles effectively. We will work with directorates to help ensure they understand this requirement.

We will also work with Democratic Services to ensure all members understand their roles and the support available to them and have access to relevant information electronically.

We will continue to provide a daily media monitoring and press cuttings service to ensure members are aware of how the Council is being portrayed in the media.

We will continue to ensure that Members receive updates on current issues affecting the Council via Democratic Services or the relevant Directorates.



7.4 Communicating with the media

The communications team operates a 24/7 press office with an officer on call every day of the year. They are the first point of contact for all enquiries from the media and regularly liaise with colleagues in the emergency services and other partner organisations to deal with emergencies or planning for major events such as the Olympic Torch Relay.

The team deals with in excess of 1,200 queries from the media each year, issuing more than 500 press releases and generating 4,000 items of coverage of the Council with an annual monetary equivalent of £1.6m. We also provide a daily media monitoring and briefing service to members and senior managers.

The recent Apse review of the Communications and Media team highlighted the effectiveness of our media relations with testimonials from journalists stating that the high professionalism and “can do” attitude of the team meant they are indispensable and they “could not do their jobs properly without them.”

Our media relations work will continue to focus on protecting and enhancing the reputation of the Council. We will **work closely with media channels** which are most used by local people including the local print media, commercial radio stations and regional broadcasters. We will continue to build on the strong links already existing to shape stories, highlight the Council’s key priorities and shape future debate on public service provision. We will regularly place stories which demonstrate how the Council is working co-operatively, attracting jobs and investment, prioritising education and protecting the most vulnerable.

We will continue to exploit opportunities to work in partnerships with media organisations to promote our key priorities and campaigns. Recent successes have included a literacy campaign with schools.

We will ensure that all media deadlines are met on time and work to increase the number of positive or neutral stories reported about the Council from 81 % to 83 % . Please see media protocol attached at appendix 3.



**Cardiff Local
Development Plan**
2006 to 2026



7.5 Communicating with our employees

If the Council is going to look very different by 2017 it is clear this is going to have a major impact on employees.

There is, therefore, a need for **strong internal communications** as the influence of a well informed and engaged workforce in terms of service delivery cannot be underestimated especially at a time of continuing uncertainty when there is going to be inevitable change to the organisation.

The communications team manages the internal communication channels including the production of Our News, Inbox, the Intranet, Core Brief, Staff Email Messages and updates and gives advice on what needs to be communicated to staff and how best it can be done.

The team also manages the bimonthly senior management forums and promotes the regular staff survey The Voice. We will continue to safeguard the existing internal communication channels and explore more innovative ways of delivering messages including use of video blogs and digital communications.

We will help the senior management to become more visible to their teams using channels that suit their workforces best. We will also continue to promote the importance of strong management commitment to internal communications to ensure that channels such as Core Brief are utilised especially with employees who do not have access to a PC.

We will continue to support **a major employee engagement exercise** as a result of the organisational development programme helping to ensure staff feel they are being involved in the future shaping of the organisation.

We will also regularly ask for feedback from staff on how best they wish to receive communications.



7.6 Design Team

Our design team delivers **high quality award-winning creative concepts** and helps drive the e-communications agenda, as well as supporting audience campaigns.

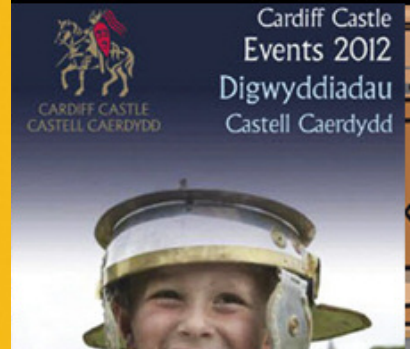
Creatively, the team provides a full service from generating concepts, visualising ideas and project management through to design, layout and provision of print-ready and web-ready artwork including design of Capital Times.

The team has developed a set of brand guidelines (please see appendix 4) and is the effective custodian of the council's brand ensuring it does not become diluted. They also co-ordinate all print and design activity across the council helping to release efficiencies.

All design activity will adhere to the brand guidelines and support the communication strategy. Activity will also be adapted to ensure it fits with the changing way people access information be it on the web or through smartphones.

Current key brand activity is around developing the recognition of the Cardiff Debate, developing a brand for the organisational development programme and a major campaign to recruit and retain social workers.

The team will advise on the best way of using the council's brand, devise innovative campaigns to deliver the key priorities and continue to help drive down costs of printing activity.

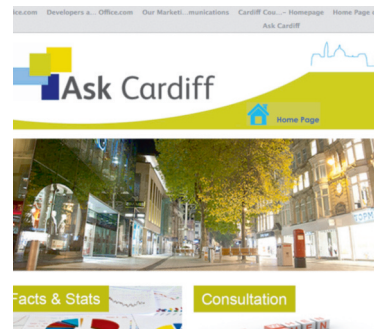


8 Evaluation

The impact of this communications strategy will be evaluated as part of the regular business planning monitoring and key performance indicators.

Evaluation methods will include:

- Evaluation of media activity to identify target audiences (circulation reach of positive coverage)
- Individual campaign evaluation of key messages delivered to target audiences
- Website visits and web searches
- Social media monitoring i.e. Twitter activity
- Ask Cardiff
- Monitoring of established communications channels
- Employee survey



YOUR COMMUNICATIONS FOR 2013/14



173

PROJECTS

1164

PRESS
INQUIRIES

434

PRESS
RELEASES

3,461
ARTICLES

MEDIA & DIGITAL

CORE ACTIVITIES

MEDIA RELEASE
MEDIA BRIEF
INTERVIEWS
WEBSITE
TWITTER

21

CAMPAIGNS

CAMPAIGNS

EXTERNAL ACTIVITIES

WELFARE CHANGES
COMMUNITY HUBS
FOSTERCARE
ATTENDANCE
NOISE POLLUTION
CARDIFF JOBSFAIRS
ACTIVE CARDIFF
PROJECT GWYRDD
EVENTS, HARBOUR, CASTLE & CARDIFF STORY
ONE PLANET CARDIFF
DOORSTEP CRIME
ZERO TOLERANCE
CHILDREN'S LITERACY FESTIVAL
LDP
ST DAVID'S DAY

CAPITAL TIMES x **12**

OUR NEWS x **6**

TENANTS' TIMES x **4**

YOUR INBOX x **52**

STAFF INBOX x **52**

TWITTER

26,500 FOLLOWERS

19,196 TWEETS

£4m

BUDGET IN 2010

2013-2014

£360k

BUDGET IN 2012

Capital Times

Background



- Capital Times was first published in 2000
- Delivered to every home in the city as well as being available at access points such as libraries and leisure centres
- It has a print run of 155,000; can be seen by all Cardiff's 350,000 residents; it is fully bilingual
- It is the highest circulating paper in Wales
- Published monthly, six only printed but all 12 online

Award winning product



- Capital Times has been commended and won Chartered Institute of Public Relations Pride awards
- Regularly rated as being good or very good by 80 per cent of readers for both content and design*
- Also rated as a more trusted form of news about the Council than traditional news sources* (80% for Capital Times; 67% for South Wales Echo)
- All content, design and advertising done in-house

* Ask Cardiff surveys

Benefits

- Paper costs £19,000 to print and publish each edition
- Costs have been driven down over successive years
- Lean team to produce – 2004 a dedicated team of three plus a designer produced the paper
- 2014 – produced by the Communications team – no dedicated resource

Income generation

- Capital Times takes adverts externally and internally from clients
- In 2011-2012 it generated £89,982 in advertising (13 editions, published every four weeks)
- In 2012-2013 it generated £120,749 in advertising (13 editions, published every four weeks)
- In 2013-2014 it generated £133,195 in advertising (12 editions, published monthly)
- So far in 2014 it has generated £48,000 in advertising with six printed editions
- When published monthly it has the ability to take more of the Council's statutory public notices at a competitive rate to other media

Advertising clients

- Capital Times has the ability to attract a diverse bank of advertising clients including:
 - Hamley's
 - Open University
 - Volvo
 - London 2012 Olympics
 - Glamorgan Cricket Club

Way Forward

- Scoping out a partner to come on board to sell advertising
- Is there a case to increase the number of editions, making more attractive advertising packages available?
- Working with key partners in public sector to explore potential funding agreements
- Potential for making Capital Times a weekly digital newsletter and exploring digital web-based advertising revenue

APSE Communications and Media review January 2014 - summary

Introduction

1. As a result of the WLGA Peer Review, the City of Cardiff Council commissioned the Association for Public Function Excellence (APSE) to review the effectiveness of the Communications and Media function to ensure that it is fit for purpose. APSE is a not for profit local government body working with local authorities throughout the UK. It provides benchmarking, consultancy, seminars, research, briefings and training, as well as function review and service redesign.

Aims

2. The review of the Council's Communications and Media function commenced on 9 January 2014 and focused on four specific areas:
 - I. The performance and impact of the current Communications and Media function;
 - II. The feasibility of developing a Communications and Media trading shared function;
 - III. To inform a new Communications and Media Strategy to drive communications planning forward in-line with the council's corporate plan;
 - IV. Review of spend, performance and opportunities for savings benchmarked with other major cities.

Methodology

3. The review was undertaken in January 2014 and comprised of meetings with relevant key officers and Cabinet Members. A briefing was held with all Communications and Media staff. Following this, a diagnostic workshop was held with members of the Communications and Media team, their managers and an officer from outside the team who acted as a 'critical friend'. One to one meetings were held with Cabinet Members, directors, Finance and HR, as well as with external media, in order to establish the perspectives of the function's customers.

Findings

4. The review found that the Council has a good Communications and Media function, with specific centres of excellence, though with some gaps, based on available measures of quality and value for money. It was recognised however, that given the

challenges the Council faces, the function has significant potential to increase its strategic contribution and impact, and to make better use of limited resources.

5. In terms of **activity**, in 2012/2013 the function delivered 1400 press enquiries; issued 393 press releases, 4,184 articles, 22 publications, 83 internal inbox items; has 20,274 followers on social media and tweeted 14,395 times; communications supported 21 campaigns, 248 projects and 341 internal jobs. The team reduced the communications and media spend from £4m in 2010 to £360k in 2012. A review of media stories from source data on the 'Vuelio Database' showed that 42% of media stories regarding Council were neutral in 2013, 32% positive and 25% negative (with 1% being undefined).
6. The relationship with **external media** was judged to have improved in recent years, with feedback from external media being 'glowing'.
7. In 2012, there were 22 **publications**, including the Capital Times. Feedback on these was mixed and it was found that there was duplication. APSE found that there needed to be a better understanding of the true cost of publications in order to support decision making and rationalisation.
8. **Campaign management** was largely found to be successful, with some high profile successes such as the 'Usual Suspects' campaign.
9. **Internal communication** with staff was found to be of considerable concern. The most recently available 'Employee Voice' results when the Review was carried out, from 2010/11, showed that only 48.5% of staff felt informed. The Review made clear that although the Communications function should provide the mechanisms for internal communications, individual managers were accountable for delivery of the message.
10. **Brand and design** were found to be award-winning, while use of **social media** was seen as an area which could be grown. The Review did not cover the Council's **website**. The Review found that **24-hour** media and communications cover was provided on a goodwill basis.

11. In terms of a **Communications Strategy**, the Review found that the function did not have an agreed one in place, but that one should be developed to support the Corporate Plan and priorities once the issues identified by the Review had been addressed.
12. The Review also considered **benchmarking**, highlighting Manchester City Council, Edinburgh City Council, and Birmingham City Council as best practice examples.¹

Customer Voice - Key issues

13. The Review established a number of emerging themes with regards to the Council's Communications and media function:
 - I. Confusion over the role of the Communications and Media amongst internal stakeholders.
 - II. The positioning, influence and ownership of communications organisation-wide needed to be more firmly established.
 - III. The focus of communication needed to shift to overall corporate messaging, rather than making media relations the primary focus.
 - IV. Communications were not strategic enough.
 - V. The leadership structure of the team was causing confusion among stakeholders. [The team has subsequently been restructured.]
 - VI. Inconsistency in how Communications worked with Directorates.
 - VII. Internal communications channels needed to be revamped and concentrate more on face to face engagement than email.
 - VIII. The culture of individual managers communicating with their teams was not apparent. There was little chance that internal communications could have an impact in communicating organisational change.
 - IX. Senior managers and Councillors did not fully understand what constituted success in terms of media relations.
 - X. The existing communications plan was not fit for purpose. There was a need for more forward planning with Directorates to ensure priorities were agreed.

¹ Further information via the following websites and background papers:

<http://www.birmingham.gov.uk/communications>;

http://www.manchester.gov.uk/info/200109/council_news/280/press_office;

http://www.edinburgh.gov.uk/info/20032/access_to_information/845/media_information

- XI. The impartiality of the team had not been established and the issue of 'What is the Council versus what is the Administration' was not clear.
- XII. The successes of the Communications function should be shared in order to demonstrate its impact. Internal stakeholders were often unaware of project plans, campaign reports and media coverage analysis, so felt that the Council was unprepared in communications terms. Performance of communications was not regularly reported to Senior Management Team or the Cabinet.
- XIII. Internal and external customers had widely differing views of the function. Internally there were significant concerns about performance, while external customer felt the service was of a good standard.

Recommendations

The report therefore recommended that:

- I. "This report is used to confirm, on behalf of the Chief Executive and the Leader, what the Council needs from the Communications and Media function, and reflect these expectations in the recommendations for the new Communications Strategy.
- II. A Head of Service is appointed to ensure the Council has the expertise it requires and that the changes envisaged by these recommendations can be brought to fruition and sustained for the benefit of the whole Council. This individual will have a critical role in raising the profile of the function, influencing and engaging and communicating the impact /value added by the function. The individual should take full responsibility for the wider function to provide support for the Chief Executive, CMT, Leader and Cabinet as well as functional leadership.
- III. Clear accountability and ownership is put in place for internal communications, the Council's signature issue.
 - a) The Chief Executive/CMT/Leader need to define the direction and route-map for the changes required.
 - b) The Head of Service for Communications and Media is accountable for ensuring this route-map is supported by appropriate internal communication mechanisms (such as Core Brief) . Key messages need

to be agreed, clear and concise, fit for purpose and to the satisfaction of the Chief Executive and Leader and sufficiently flexible to respond to ongoing changes.

- c) The Chief Executive and Service Directors hold the responsibility for putting in place mechanisms to implement the behavioural changes required in managers and staff and for training managers to be competent and confident communicating with staff. The Chief Executive and Service Directors take on a wider responsibility for leading the cultural changes needed across the Council and for putting in place all of the people strategies needed to engage staff and manage performance. This is part of any new transformation programme and a plan of action needs to be agreed as a matter of urgency. The way of working with the communications function also needs to be established.
- d) The Directors are responsible for ensuring that they and their managers are delivering difficult organisational messages in an appropriate way, handling feedback from staff and taking accountability for the need for functions to change. As part of this, the Directors are responsible for engaging with Cabinet and working with them to ensure the impact on communities is managed appropriately.

IV. The Council refresh the management structure of its Communications and Media function, to clarify responsibilities, formalise reporting lines, and allow accountability for delivering current Council duties and objectives. As part of this:

- a) The function has a clear reporting line direct to the Chief Executive.
- b) The function be renamed “Corporate Communication” to avoid confusion, ensure that there is congruence between internal and external messages, and deliver a holistic approach to communications across the Council.
- c) The function is further strengthened by bringing together all other parts of communication, marketing and media activity to enable the successful operation of the modernised function, from its inception. This might consider including the Welsh Language Unit, marketing, events team and Film Unit and any other unit providing communication functions yet to be integrated with the centralised function.

- V. Develop a new Corporate Communications Strategy to include key performance indicators, priorities, relationships, roles, responsibilities, core products/ functions and including community engagement. The strategy must be developed in house and align available resources to core priorities. The use of recognised industry best practice as a template will save time e.g. Manchester City Council, Westminster Council.
- VI. A resource management process based on cost/benefit /skills to be put in place using the principle of “less is more” - doing less in a more effective way. This will include:
- a) Agreeing with the Chief Executive and CMT core vehicles for internal communications that appropriately reflect their style, personality and the tone they wish to adopt. As part of this the need / format for Directorate newsletters etc. needs to be aligned to one council approach to avoid duplication and the reinforcing of functional thinking. Content should be proportionate and act as enablers to face to face communication between managers and teams, and not instead of.
 - b) Working with Directorates on proactive forward planning of internal communications, campaigns and stories. This is now possible with the Savings Review now in place.
 - c) Directorates should have one main point of contact for “Corporate Communications” covering all aspects of communication. This will help to avoid confusion and ensure messages are congruent. A consistent way of working with Directorates also needs to be established so there is consistency of service and expectations are managed appropriately.
 - d) Rationalise the number of publications based on cost, effectiveness and user preferences for a variety of media. The function can no longer support the level of publications and difficult decisions will need to be taken. Capital Times is given as an example later in the report.
 - e) The skills in the team should be better utilised. A number of the team have a background as journalists and their skills should be used more effectively.

- f) Highly skilled members of the team spend a large amount of time researching stories. Given the Council has a Research Unit it is appropriate to work more closely with this team in any relevant areas and agree priorities.
 - g) A formal performance management process be put in place and key performance indicators agreed that align with Council priorities including: Reputation, Brand, Trust, Information, Staff engagement, Information, Political engagement
 - h) As part of the Council wide adoption of a formal people management process the function must ensure any performance issues are managed in a timely way and that the team have the necessary resources and support to do the roles required of them.

- VII. The function continue its benchmarking of costs, processes, outputs and outcomes, to ensure its current competitiveness and effectiveness are sustained, and continue to improve.

- VIII. Meet with C2C to investigate and eliminate any unnecessary demand from C2C. This may require additional fact sheets or training of C2C to ensure customers receive one touch handling whenever possible. The practice of providing Communications and Media contact details to the public on any publications should be stopped and communications from the public directed via the contact centre.

- IX. A formal 24/7 on call rota for evenings and weekends needs to be discussed and put in place. This obviously has financial implications as it involves on call allowances so needs further discussion. Given the 24/7 nature of the media, the amount of events taking place in Cardiff and the increasing demands on the team, having an official rota in place would mean that events etc. can be attended by team members at evenings and weekends. At the moment response out of hours relies on the goodwill of the team. It would also mean that Cabinet Members and Directors would be fully aware of who they should contact and when.

- X. The issue of 'What is Council?' vs 'What is Administration?' needs to be addressed so that everyone has a clear understanding of the remit of the function and that fact it is impartial. This issue needs clear direction and leadership from the Chief Executive.

- XI. There needs to be regular media awareness, crisis management and communications training for Directors and Cabinet Members. This will help to improve understanding and promote closer working with the communications team."

PEER REVIEW RECOMMENDATIONS – PROGRESS UPDATE

Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
1	1.0	That the vision of the Council is communicated and distilled for internal and external audiences.	Leader / Cabinet and Chief Executive	<p>The Cabinet have a clear vision for the Council expressed succinctly through 3 priorities that are immediate and understandable.</p> <p>The Corporate Plan, approved by Council in February 2014, ensures that the priorities are communicated and explained. The Corporate Plan also ensures that the organisation's key objectives make a clear contribution towards achieving the vision and priorities. This document has been widely circulated.</p> <p>The Corporate Plan 2014-2017 and relevant supporting documents has been published on the Council's website and provided to partner organisations who are part of the Cardiff Partnership arrangements. Further public information was also published in the April 2014 edition of the Capital Times. 'Easy-to-read' versions of the Corporate Plan 2014-2017 have also been developed for dissemination to targeted groups.</p> <p>The Council's 3 key priorities have been clearly stated on a number of occasions and feature prominently in the corporate narrative. The priorities and associated narrative is presented in a manner that will engage with a local, regional and national audience.</p> <p>The priorities have been communicated to:</p> <ul style="list-style-type: none"> • Elected Members • Employees • Council partners • Communities <p>The Budget engagement events held in December, involving community members and stakeholders from partner organisation, also communicated the Council's priorities to help inform the budget consultation.</p> <p>The 3 priorities were also emphasised in leader's inaugural address to the full Council in March 2014, and a fourth was introduced highlighting the need for the Council and its partners to change the way it designs and delivers services.</p>

		Officer	provide challenge and support in service planning, objective setting and performance management.	
			A Restructuring Consultation document has been developed prior to consultation with key stakeholders. Relevant training and support for service improvement is also being delivered through the Cardiff Academy.	
Our Ref	Peer Review Rec. No.	Peer Review Recommendation	Lead Responsibility	Cardiff Council Progress Update
	11.0	Communications Approach		
51	2.2	The implications of the business plan [Corporate Plan] are communicated internally to managers and staff through a series of staff meetings.	DL and SMT	<p>Directorate newsletters have been developed and circulated to staff. The "One Council" approach was communicated to the Council's Senior Management Forum in September 2013 as the first stage of a council wide communication plan.</p> <p>An internal communication and staff engagement approach and draft strategy was agreed by SMT on 25 February 2014 following analysis of the Employee Survey arranged in November 2013. A detailed delivery plan has been agreed which was launched at a new style Senior Manager Forum meeting on 10 April 2014.</p> <p>As part of 2014/15 budget and service planning process, a budget communications plan was implemented that focused on the Cabinet's priorities over the medium term against a backdrop of reducing resources from Welsh Government and increasing Council financial pressures. This included direct communications from the Leader/Chief Executive to staff through open letters/emails and face-to-face communication (e.g. directorate staff meetings). Weekly engagement also took place with Cabinet and the Senior Management Team on the Budget Strategy process.</p> <p>A Frequently Asked Questions (FAQ) document on the Budget Strategy 2014/15 report was circulated to managers to cascade to staff and placed on the website for wider public access. An open letter/email was also sent to all staff following the publication of provisional settlement figures by the Welsh Government which made clear the scale of the financial challenge ahead in 2014/15 and future years.</p> <p>A public facing budget summary document was published in October 2013. External engagement took place via an online budget tool and focus groups were held in December 2013. Directorate staff meetings also took place in December 2013.</p>

52	11.0	The entire communication approach of the Council should be re-visited and the press office needs to change from being reactive and transform into a pro-active media machine so that Cardiff Council sets expectations around what it can do and has done rather than as now managing expectations around current performance	DL and County Clerk & Monitoring Officer	<p>The feedback from these exercises was made available both online and to the Cabinet. In addition, the Cabinet's draft budget proposals were released for consultation at the end of January 2014. Budget consultation exercise undertaken from Jan-Feb 2014. The results of this consultation were considered by Cabinet and reflected in the updated budget proposals considered by Cabinet and Council in February 2014.</p> <p>A two week programme of Employee Engagement Roadshows will also be held from 7-20 May 2014 to facilitate a new staff conversation at these events, which will be used to inform the development of a new Employee Engagement Strategy.</p> <p>The Cabinet agreed on 10 October 2013 to commission a review of the Council's Communications and Media functions and capabilities in order to benchmark Cardiff with similar major cities in the UK and to refresh the Council's Communications and Media Strategy.</p> <p>The review has been completed and a report was received in March 2014. All recommendations were agreed and delivery plan has been put in place. A new Communications and Engagement Strategy is being prepared, which is expected to be presented to Cabinet in July 2014.</p>
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Action OP2		Ref No	To agree a new Communication and Public Engagement Strategy		
Link to Medium Term Financial Strategy		Efficiency savings, external funding, grants, income			
Partners		Cymru Wales; BBC news; External media			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
1	To agree and implement a new Communication and Public Engagement Strategy.	OM Level	Q1	Agree new Communications and Public Engagement Strategy with Cabinet and Senior Management Team	Strategy Agreed
			Q2	To implement first stages of the strategy across the Council in line with identified priorities	Achieved
			Q3	To implement further stages of the strategy	Achieved
			Q4	To review first year of the Communications and Public Engagement Strategy and measure its effectiveness against the agreed priorities	Review Report
2	To work with colleagues across the Council to implement the communication channels of the employee engagement strategy.	OM Level	Q1	To advise colleagues on the most appropriate internal communication channels to devise an employee engagement strategy	n/a
			Q2	Begin implementation of employee engagement communications strategy	n/a
			Q3	Continue implementation of the employee engagement comms strategy	n/a
			Q4	Review the progress of the comms strategy and adapt and implement any changes required.	n/a
3	To review the production and publication of Capital Times.	OM Level	Q1	Draw up a new publishing schedule to take into account the reduction of the printed and distributed editions of the paper to six per year.	n/a
			Q2	Introduce the new publishing schedule for Capital Times. Test the new model of publication of the paper by submitting questions for the Ask Cardiff survey.	n/a
			Q3	Monitor the effectiveness of the online publication be reviewing number of people subscribing to receive the paper.	n/a
			Q4	Review the online publication of the paper taking into	n/a

			account the results of the Ask Cardiff survey and take-up of online subscriptions to inform way forward.	
4	Increase audience participation using social media to access information about the Council.	OM Level	Q1 Ensure the use of social media is embedded in all comms plans	n/a
			Q2 Promote social media channels available to receive information from the Council	n/a
			Q3 Continue to promote and explore new opportunities for using social media	n/a
			Q4 Review the use of the social media channels	n/a
5	Develop proposals for increasing subscriber-led digital communications.	OM Level	Q1 Research good examples of online digital communications	n/a
			Q2 Identify existing subscriber databases. Test concept in Ask Cardiff among residents	n/a
			Q3 Monitor effectiveness of Capital Times online and develop concept for this type of communication	n/a
			Q4 Review response to subscriber-led publications from Ask Cardiff survey to inform whether this type of comms is welcomed.	n/a

DIRECTORATE SAVINGS 2014/15

Reference		DIRECTORATE SAVINGS 2014/15	Income / Expenditure Breakdown						Risk Assessment				Cabinet Portfolio
Number	Directorate		Budget £000	Employee Costs £000	External Spend £000	Other Spend £000	Income £000	Total Saving £000	Planning Status	Residual	Achievability	EIA	
1	CAB 1	Communications and Media Teams – Restructure of the Communications and Media Team.	856	318	2	0	0	320	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
2	CAB 3	Realign communications and media priorities - Realign priorities against an agreed strategy to reduce the communications and media budget	191	0	79	0	0	79	General	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
3	CAB 4	Increase communications and media income targets - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	0	0	0	0	60	60	General	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
4	CAB 5	Increase communications and media income targets - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	627	15	0	0	0	15	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
5	CAB 9	Capital Times - Capital Times reduce from 12 to 6 editions distributed each year. It would still continue to be published monthly online.	191	0	54	0	0	54	Detailed	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
6	CAB 10	Deletion of Head of Cabinet Office	134	108	0	0	0	108	Detailed	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
Total Cabinet Office				441	135	0	60	636					
7	CHD 1	150 Thornhill Road - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	1,612	665	107	0	0	772	Realised	Amber-Green	Green	Red-Amber	Children's Social Services

APP E

Directorate: Democratic Services

Director: Marie Rosenthal

Councillor: Dan De'Ath

Q1 2014/15

Budget	Projected Outturn	Variance	Variance (%)
£4,115,000	£4,115,000	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£494,000	£446,000	£48,000	9.7%

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	0.94
PPDR Compliance (Initiation)	47%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 70% (33)	Amber 15% (7)	Red 2% (1)	N/A 13% (6)
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Q1 Progress against Performance Indicators (8)

Green 63% (5)	Amber 25% (2)	Red 12% (1)
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Progress on Challenges Identified Q3 (previous quarter)

1. Budget proposals for the 2014/15 financial year were discussed at Scrutiny Committee and agreed by Full Council on Thursday 27 February 2014.
2. European Election IER, Community Poll and By Election projects successfully implemented and elections successfully held.
3. Consideration ongoing regarding structure of key elements of service and services to Members.
4. A draft Communications and Public Engagement Plan has been prepared and will go to Cabinet and PRAP in September.

Q1 Service Delivery

Budget Position

1. As at month 3, County Clerk & Monitoring Officer is projecting a balanced position.
2. Budget savings of £454,000 were agreed for 2014-15. As at month 3, £355,000 has already been achieved. The projected saving for the full year is £409,000, a shortfall of £45,000.

Directorate Delivery Plan

1. £51,064 of Welsh Government funding confirmed to deliver a Scrutiny Research project into appropriate joint working between internal scrutiny and external Audit, Inspection and Regulation (AIR) to ensure optimum levels joint working, and potentially reduce the burden of external regulation. Research into how far citizen and expert reference panels can inform the quality and outcomes of scrutiny in Cardiff has not been funded.
2. The Council has launched a web based Individual Electoral Registration facility to encourage greater public participation in local democracy.
3. Collating dossier of evidence to support WLGA Charter application.
4. Research brief confirmed to review current collaborative scrutiny arrangements with partner organisations, including a review of the current Local Service Board Scrutiny Panel. Meeting held with Director of Communities to discuss the review methodology.
5. Scoping project with Cabinet member, Scrutiny Chair and Director of Education to review arrangements to select LEA Governors.
6. The directorate have engaged with key partners and stakeholders discuss a University Engagement Programme to share resources and better links with university students. Scope to be established shortly.
7. Achieved a 50% reduction in printing and publishing of Council and Committee papers from £12,067 in quarter 1 2013/14 to £6,723 in quarter 1, 2014/15.

Management

1. Health and Safety - directorate health and safety action plan completed for 2014/15.
2. PPDR – objective setting will be completed now new management team established.
3. Sickness Absence – 0.94 FTE days against the directorate target of 5.8 FTE days.

Directorate: Democratic Services

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
Printing and Publishing of Council and Committee papers total expenditure (monthly) GC	£43,517	£6,723				10% less	Green
Number of Social Media Followers AM	26,866	27,982				10% increase	Green
Advertising and other income generated	£180,855	£5,200				£265,260	Red
At this early stage in the financial year for campaigns and with only one edition of Capital Times having been printed income generation is traditionally low. There is also a delay in relation to booking of advertising spaces and journaling for the income to allow for the product to appear. The target is going to be challenging to meet due to the reduction in printed editions of Capital Times. Other ways of generating income are being explored including external sales of design services.							
Number of Public Questions at Council	11	1				10% increase	Amber
Number of Petitions at Council	50	13				10% increase	Amber
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917				20% increase	Green
Achieve target for conservation income generation	£10k	£4,400				£10k	Green
Maintain 95% achievement of targets for remote enquiries	95%	100%				95%	Green

Q1 Challenges Identified

1. progress the Council's WLGA Charter for Member development application
2. Review arrangements to select LEA Governors
3. Create a University Engagement Programme to share resources and better links with university students
4. Review predicted shortfall of advertising income
5. Commence benchmarking of services

Q1 Actions being taken

1. Complete the evidence dossier to support the Council's application
2. Set up task and finish group with Scrutiny
3. Establish scope with key partners and stakeholders
4. Explore other ways of generating income including external sales of design services
5. Scope service to benchmark to include constitutional arrangements

Directorate: Democratic Services

Councillor: Dan De'Ath

Director: Marie Rosenthal

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				Dir / AD
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Insufficient advertising income to meet budget savings target	Likely: Significant consequences (B:2)	Likely: Moderate consequences (B:3)	Other ways of generating income are being explored including external sales of design services.	Anna Meredith
Insufficient Scrutiny income to take forward projects	Very Likely: Moderate consequences (A:3)	Very Likely: Minor consequences (A:4)	Welsh Government and Centre for Welsh Scrutiny to develop a project	Paul Keeping

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Electoral Services Manager Vacancy	Very Likely: Moderate consequences (A:3)	Very Likely: Minor consequences (A:4)	Interim arrangements made for newly appointed Governance OM to manage Electoral Services.
Individual Electoral Registration June 2014	Likely: Moderate consequences (B:3)	Very unlikely: Minor consequences (D:4)	The Council has launched a web based Individual Electoral Registration facility.
European Elections May 2014	Unlikely: Significant consequences (C:2)	Very unlikely: Minor consequences (D:4)	Project successfully implemented and election successfully held.
Delay completing the Community Boundary Review	Likely: Significant consequences (B:2)	Likely: Moderate consequences (B:3)	Resources have now been identified to progress the Community Boundary Review with a Report to Cabinet and Council in October 2014. New timeline agreed with the Local Government Boundary Commission for Wales.

