

Communications Strategy

Key:

ALL	All staff
CC	Clerk to the Council
CM	Communications Manager
DDC	Disability and Diversity Co-ordinator
DSM	Database and Systems Manager
HoT	Heads of Team
HPCG	Head of Planning and Corporate Governance
HR	Human Resources
MT	Management Team

Action	Job title	Date	Frequency	Review
Policy Objective:				
<i>a) To provide information that is accessible and recognisable, using appropriate language and media and ensuring consistency with HEFCW style, image and branding guidelines.</i>				
To develop and disseminate an accessible information policy and strategy.	CM / DDC	July 2007	n/a	June 2008
To prepare style, accessibility, image and branding guidelines and disseminate to all staff.	CM	August 2007	6-monthly	February 2008
To buy in and make available all tools (font, templates, etc) to ensure HEFCW branding guidelines can be followed.	CM	July 2007	Annually	May 2008
To ensure the HEFCW website is kept up-to-date, in accordance with the style, image and branding guidelines.	CM / ALL	June 2007	Bi-monthly	March 2008
Policy Objective:				
<i>b) To make use of a range of channels in communications activities, including paper and electronic publications; the website and intranet; press releases and media interviews; seminars and open forums, taking full account of differing audience needs and the nature of the message conveyed.</i>				
To develop and use existing internal communications channels as necessary – for example	CM / MT	October 2007	n/a	April 2008

Action	Job title	Date	Frequency	Review
Management Board notes and updates from Heads of Team, all staff meetings, intranet and make communications more effective between floors by using Communicator, Intranet, webcam etc.				
To keep log of material which is available for wider distribution: a) HEFCW-published material; and b) information from other sources which is kept in the HEFCW 'library'.	CM	July 2007	6-monthly	February 2008
To review the use of printed materials, with a list of materials printed on a regular basis to be reviewed at MB.	CM	September 2007	6-monthly	January 2008
To maintain a database of press contacts in HEIs and more generally.	CM	June 2007	Annually	May 2008
To develop an Extranet facility for use by Council members (including, to give access to Council papers)	DM	September 2007	n/a	July 2008
Policy Objective: <i>c) To ensure that information about HEFCW's strategic aims and activities is readily available and widely disseminated, and that it is well-understood and supported by our partners, particularly the Welsh Assembly Government and the higher education sector in Wales.</i>				
To produce an e-newsletter two weeks after each Council meeting.	CM	From 18 May 2007	7 times a year	April 2008
To work with HEW and WAG to increase impact and coverage of key messages and deliver a coherent, strategic approach to communications activities (See also 'g'.)	CM / ALL	Ongoing	6-monthly	January 2008
To produce a 'who we are' leaflet about HEFCW and other factsheets about HE in Wales.	CM	October 2007	TBC	September 2008
To arrange two annual public meetings to present the latest Annual Report.	CM	December 2007	Annually	December 2007
To move to electronic communications for all circulars. (See also 'b' and 'd'.)	CM	From April 2007	Ongoing	November 2007
To build and strengthen relationships with HEIs' press officers. (See also 'g'.)	CM	Ongoing	Ongoing	
To publish and disseminate HEFCW's Corporate Strategy and Corporate and Operational Plan [date subject to WAG approval]	HPCG	Revised annually and published in the Spring	Annually	April 2008

Action	Job title	Date	Frequency	Review
Policy Objective: <i>d) publish or make available a range of information consistent with the commitments set out in our Publication Scheme and Access to Information Policy.</i>				
To review and revise the HEFCW publications scheme	HPCG /		Every spring or summer, as required by the Information Commissioner	
To keep the Access to Information policy under review				
Policy Objective: <i>e) To consider and prepare for the communications opportunities and publicity implications as part of developing all HEFCW policies and procedures – mainstreaming communications</i>				
To ensure Communications Manager is briefed on forthcoming issues of interest and monitor these at each Management Board meeting.	ALL	n/a	n/a	December 2007
To produce more detailed guidance on preparing the communications implications sections of Management Board and Council papers.				
To build and strengthen relationships with media. (See also 'g'.)	CM	September 2007	ongoing	
To develop and review key messages and HEFCW position on a range of areas likely to be of interest in the media (see also 'i') and monitor at each Management Board.		MB meetings	Every 3 weeks	June 2008
To develop written guidance on media handling.	CM	September 2007	Annually	August 2008
Policy Objective: <i>f) To plan for and schedule all communications activities to achieve maximum impact, in accordance with strategic objectives.</i>				
To work with WAG officials to take stock of how HEFCW's work in communications can complement activity at Assembly Government level.		Ongoing		
To keep the HEFCW message calendar up-to-date, linking to the Remit Letter, Corporate Plan, forward look etc. (See also 'g'.)	CM	24 May 2007 and MB	Every three weeks	December 2007

Action	Job title	Date	Frequency	Review
		meetings		
To discuss the publicity implications of upcoming work (e.g. publications, events etc) with the Communications Manager.	ALL	n/a	ongoing	December 2007
To identify communications plans early on for ad-hoc pieces of work and discuss with Communications Manager.	ALL	n/a	ongoing	June 2008
To review HEFCW's 'key messages' about higher education in Wales, in liaison with HEW and the Welsh Assembly Government, as appropriate.	ALL	September 2007	Annually	June 2008
To write monthly HE news story for publication (e.g. Western Mail education supplement) (See also 'g'.)	CM / HoT	End May 2007	Monthly	March 2008
Policy Objective: <i>g) To celebrate, disseminate and provide appropriate coverage of the achievements of the Welsh higher education sector, working closely with sector representative bodies and individual institutions as necessary.</i>				
To develop a portfolio of pictures and case studies for use in appropriate publicity over the next 12 months, including positive images of diversity.	CM / ALL	September 2007	6-monthly	March 2008
To further develop links with press/communications officers in WAG, other HE funding bodies etc.		October 2007	Ongoing	March 2008
To 'shadow' press officers in another organisation (HE-related or public sector)	CM	October 2007	n/a	March 2008
To liaise with the Welsh Assembly Government, HEW and/or individual HEIs and other partners on news items which can be issued jointly.	CM and ALL	Ongoing	Ongoing	October 2008
Policy Objective: <i>h) To encourage open and confident dialogue between all staff and between HEFCW staff and external partners.</i>				
To keep an up-to-date list of contact details for WAG officials.	TBC	September 2007	Annually	Annually
To ensure different sections of WAG are aware of HE-related developments, as appropriate. (See also 'c'.)	TBC		Ongoing	

Action	Job title	Date	Frequency	Review
To ensure information within HEFCW is cascaded through teams through team meetings and ad-hoc debriefs.	HoT		Ongoing	
Policy Objective: <i>i) To monitor local and national media for news stories directly or indirectly relevant to higher education in Wales, and respond to these where appropriate.</i>				
To monitor media coverage on HE issues, particularly those of relevance to Wales.	CM	n/a	Daily	April 2008
To monitor media coverage of HEFCW press releases and HEFCW-related news items.	CM	n/a	Daily	September 2007
To continue to provide regular updates to staff and Council members through an electronic press cuttings service.	CM	n/a	At least once a week	October 2007
Policy Objective: <i>j) To review the effectiveness of HEFCW's communications activities through monitoring against a range of output measures, and seek to continuously improve our methods of communication within the available resources.</i>				
To undertake a baseline external stakeholders survey.	HPCG	August 2007	Biennially	December 2007
To consider and action feedback received through staff satisfaction survey.	HR	November 2007	Annually	April 2008
To develop communications policy/strategy.	CM	May 2007	Every 3 years	May 2008
To develop a consultation strategy, as pledged in the HEFCW Race Equality Action Plan.	CM / DDC	August 2007	Every 3 years	August 2008
To develop and review our methods of communication to improve relationships with partners.	CM	TBC	TBC	May 2008
To develop a set of output measures for HEFCW's remaining communications activities.	CM	September 2007		May 2008

Communications calendar

Internal

All staff meetings	3 times a year
HEFCW intranet news items	Daily
Management Board meetings	Every 3 weeks
Management Board de-brief	Every 3 weeks, after MB meetings
Team meetings	Every 3 weeks, after MB meetings
Council meetings	7 times a year
MB sub-group meetings (e.g. equality)	Ad-hoc

External

HEFCW newsletter	6 times a year, within 4 weeks of a Council meeting
Annual Report	End November
Quarterly monitoring meeting	Every quarter
ELL appearances	
Strategic dialogue meetings	
Council meetings	7 times a year
Reaching wider conference	March
3 rd mission, L&T Committee etc	
Annual Public Meeting	Twice a year in early December
Regular external meetings	

Main tools and activities for receiving key messages and feedback

Employees	External partners	Both
Staff satisfaction survey	Consultations	Email feedback
Management Board	External Stakeholders Survey	HEFCW Website
Team meetings	Presentations	Website
Works Council	Annual public meeting	Press releases
Away Day	Conferences	Corporate and Operational Plans
	Press	Meetings
		Institutional visits