



CORPORATE COMMUNICATIONS & MEMBER SUPPORT (CCMS) BUSINESS PLAN 2008 – 2009

Key Functions of the Directorate:

- **Press & Public Relations (PR)**
 - External press and public relations
 - Arranging press launches, interviews and filming opportunities
 - Internal Newsletter
 - Marketing strategies
 - Internal and external communication strategies
 - Sponsorship opportunities

- **e-services – (Website & BIS)**
 - Technical development of the Business Information System(BIS)
 - Technical development of the website
 - Desktop publishing and graphic design for publications
 - Photographic archive

- **Fire Authority member Support**
 - To undertake administrative functions on behalf of Fire Authority members
 - Events management
 - Manage Members registers

- **Corporate Standards**
 - Ensure the MAWWF brand/logo is used in accordance with corporate standard guidelines
 - Co-ordinate the review and updating of corporate policies

- **Welsh Language**
 - Producing and revising of the Welsh Language scheme
 - Monitoring progress against Welsh Language action plan
 - Assisting managers and staff with Welsh Language queries

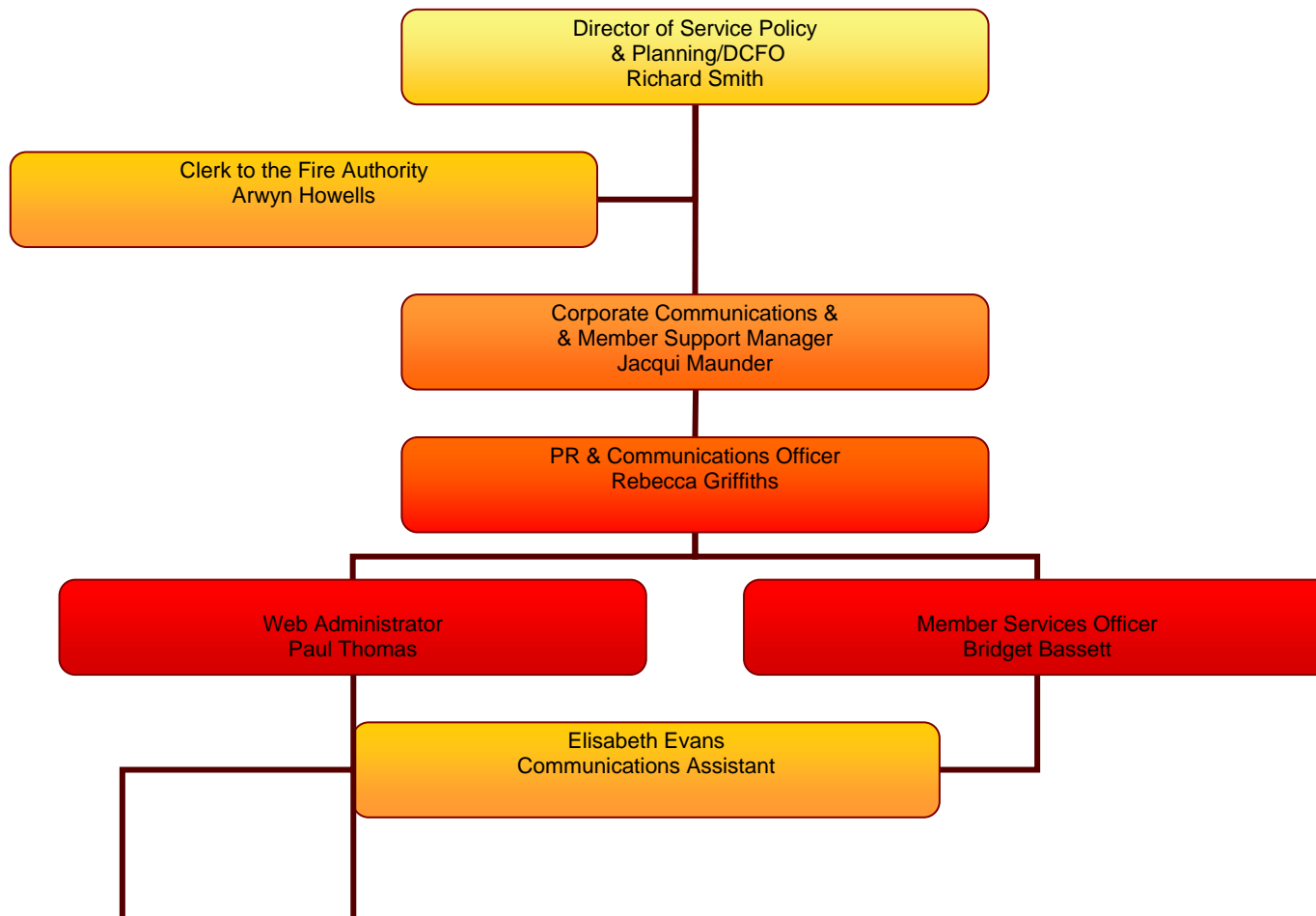
- **Complaints, Compliments & Suggestions**
 - Recording and monitoring volumes of complaints, compliments & suggestions
 - Undertaking Complaints handling satisfaction surveys
 - Acting as a source of advice and support for dealing with complaints


- **Sustainability & the Environment**

- Co-ordinating activity to reduce MAWWF's impact on the environment
- Policy lead on corporate sustainability and environmental agendas

- **Tenders**
- **Gifts & Registers**
- **Ant-fraud & Corruption Policy**
- **Chaplaincy**

Resources



<u>Where are we going?</u>	Objective	Outcome	Outcome measure	Activity measure	Activity
<p><u>Vision</u> Safe, sustainable communities where avoidable deaths, injuries and damage from fire and other emergencies are minimise</p>	Trusted & respected	Trusted on emergencies Trusted on safety	% who trust service	Activities successfully delivered against Activities planned	Communications
	More than an emergency service	Awareness of services High demand for safety services	% who trust service	satisfactory responses complaints received	Customer Satisfaction & Marketing
<p><u>Mission</u> TO BUILD SAFER COMMUNITIES</p>	Risk Reduction Planning	Use risk mgt, marketing & problem-solving methodology	Record evidence of structured planning	<u>Implemented actions * 100</u> Total actions	Effective Marketing and PR functions
	Partnership working	Partnerships established Clear objectives Performance evaluated	% increase in the Number of effective partnerships achieved	% achievement of partnership objectives	Outreach through community groups. Review & formalise existing partnerships
	Effective & empowered	People have right skills People are motivated People understand limits People understand their accountability Managers delegate Leaders provide support Objectives understood	% of staff who have the skills matched to organisational requirement	A Skill gap of a zero risk rating	Competency assessments. Record skill gap, Evaluate roles against need

CCMS BUSINESS PLAN FOR YEAR APRIL 2008 - MARCH 2009

Objective	Target Date	Interim Target	Outcome	Priority	Activities	Officer Responsible	Progress to Date	
CCMS1 Trusted & Respected Communications	Mar 09	Oct 08	<u>Internal Communication</u> Improved Internal communication channels to engage the workforce	High	Issue bi-monthly editions of Calon Tan ensuring representative coverage of the whole service	Media & Communications Officer		
	Mar 09	Qrtly		High	Hold quarterly Communications steering group meetings and embed the communications forecast into planning processes	CCMS Manager/ Media & Communications Officer		
	Jul 08	-		High	Implement an internal communications action plan in response to the internal communications review	CCMS Manager		
	Mar 09			Med	Bid for an internal communications officer during budget round	CCMS Manager		
	Mar 09	Sept 08	<u>External Communications</u> Improved external communication channels to raise awareness of MAWWF purpose and activities and ensure an Effective Press and PR Function	Med	Issue a minimum of 10 press releases per month	Media & Communications Officer		
	Jul 08	-		High	Press & PR event to be held to improve working relationships with press & media and raise awareness of the Fire Authority	Media & Communications Officer		
	Sep 08	May 08		High	Press & PR toolkit to be devised and issued to all departments/commands	Media & Communications Officer		
	Sep 08	May 08		High	Press & media training strategy to be devised focussing on senior managers and middle managers	Media & Communications Officer		

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	Mar 09	Sep 08	<u>Complaints</u> Ensure effective complaints management system is in place	High	Provide 6 monthly progress reports on compliments, complaints and suggestions to Standards Ctte &PRAC. Begin presenting updates to the Performance board April onwards	CCMS Manager	
	Mar 09	Dec 08		Med	Integrate the Complaints Monitoring System within the Performance Management Framework and develop PI's	CCMS Manager	
CCMS2 More than an Emergency Service	Mar 09	Sep 08	<u>Events Management</u> A professional events management service is provided to all internal/external customers	Med	The online events booking facility is used for all CCMS services and 10 working days notice given of arrangements	All in CCMS	
	Dec 08	Jun 08		High	Corporate events are held as required, e.g. <ul style="list-style-type: none"> • Medal Ceremony • Remembrance Sunday • Carol service 	Media & Communications Officer/Communications Assistant CCMS Manager	
	Sep 08	Jul 08	<u>Marketing</u> Marketing activity is tailored to deliver maximum exposure for the service	High	Introduce a Communications & Marketing Strategy for the service	CCMS Manager	
	Mar 09	Jun 08/ Oct 08		High	Marketing activity to be evaluated at Communications steering group and to include updates from the National Firebrake Publicity Group	Comms Steering Group/CCMS/CR R	

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	Mar 09	Jun 08		High	Corporate standards are monitored quarterly in line with relevant guidance	CCMS	
	Mar 09	Sep 08		Med	Annual report issued to Fire Authority on marketing and sponsorship activity	CCMS Manager	
	Mar 09	Sep 08		Med	Implement specific marketing campaigns related to the website and promote podcasts and vcasts via website where possible.	CCMS	
	Jul 08	May 08	<u>Chaplain's</u> Ensure the Chaplaincy Support service widely promoted to the workforce	Med	Publish copies of new Chaplain's handbook to all stations	CCMS	
	Oct 08	Jul 08		High	Include the Chaplaincy service in induction training seminars	CCMS Manager/HR/Learning & Development	
	Feb 09	Dec 08		High	Hold Annual Chaplain's training day	CCMS Manager	
	Mar 09	Jul 08	<u>Corporate Reports</u> Communicate key business achievements	High	Ensure that Corporate reports such as the annual review; RRP etc are planned and organised effectively in conjunction with relevant departments	Media & Communications Officer	
	Mar 09	Sep 08		Med	Investigate the value of corporate strategies/business plans to support overarching plans such as RRP	CCMS Manager	

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	Mar 09	Aug 08		High	Integrate CCMS objectives within the Performance Management Framework and develop PI's	CCMS Manager/SP & P	

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CCMS3 Risk Reduction Planning	Mar 09	Sep 08	<u>Website</u> The service website is informative, up to date and relevant	Med	Monitor clicks per page for the service website, especially marketing & consultation activity	Web System Administrator	
	Jul 08	May 08		High	Introduce new web design for the service website	Web System Administrator	
	Mar 09	Monthly		High	Ensure information is kept up to date through liaising with relevant depts/commands as necessary – weekly monitoring req	Web System Administrator	
	Mar 09	Sep 08	<u>e-services</u> Opportunities for utilising e-services to improve access are optimised	Med	Investigate e-service best practice and pilot appropriate channels, e.g. SMS, MMS	Web System Administrator	
	Jul 08	May 08	<u>Intranet</u> Provide effective, informative relevant BIS content	High	Finalise content review and ensure all information sponsors have review date for information. Weekly monitor as necessary	Web System Administrator	
	Dec 08	Jul 08		High	Maintain uniform standard of information through training and mentoring BIS authors	Web System Administrator	

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	Dec 08	May 08		High	Introduce Formal Monitoring Arrangements to assist County Commanders and Departmental Heads to increase usage of BIS.	Web System Administrator	
	Mar 09	Sep 08	<u>Corporate policy</u> Ensure compliance with relevant legislation and regulations, thus minimising corporate risk through effectively deployed policies	High	Introduce overarching policy outlining processes and procedures for writing and reviewing corporate policies	CCMS Manager	
	Mar 09	Ongoing		High	Continue to develop, co-ordinate and monitor service policies & standing orders	CCMS Manager	
	Mar 09	Sep 08		Med	Investigate Policy monitoring software to secure effective governance	CCMS Manager	
	Sep 08	Jul 08		High	Publish reviewed anti-fraud & corruption policy and roll out training programme	CCMS Manager	
	Dec 08	Jul 08		High	Revise sponsorship policy to make best use of wider marketing initiatives to generate income	CCMS Manager	
	Mar 09	Jun 08	<u>Welsh Language</u> Raised awareness and use of the Welsh language throughout the business	High	Continue to monitor compliance with Welsh Language Board requirements	Media & Communications Officer	
	Sep 08	Qtrly		Med	Steering group to have WL as standing agenda item	Media & Communications Officer	

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	Mar 09	Jul 08		Med	Raise the profile of the service's commitment to Welsh language through awareness programmes and Welsh learner programmes	Media & Communications Officer	
	Mar 09	Ongoing	<u>Graphic Design</u> Ensure a professional in-house graphic design service is offered for corporate literature and web design	Med	The online graphic design booking facility is used for all CCMS services and 10 working days notice given of arrangements	Web Systems Administrator	
	Sep 08	Jul 08		High	Maintain a professional photographic library through improving storage and receipt of images from depts/commands	Web Systems Administrator	
	Mar 09	Dec 08	<u>Fire Authority</u> Ensure that the Fire Authority maintains robust governance arrangements and an efficient member support function is provided	High	Adopt the Code of Corporate Governance	CCMS Manager/Clerk	
	Jun 08	May 08		High	Increase target for submission of authority papers from 3 days to 5 days, and ensure all papers are issued within target	Member Services Officer	

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	Oct 08	Aug 08		High	Attain the Wales Charter for Member Support and Development	CCMS Manager/Member Services Officer/Clerk	
	Jul 08	Ongoing		High	Introduce specialist induction training for new members	CCMS Manager/Member Services Officer	
	Aug 08	Jun 08		High	Undertake training needs analysis and PDR's with elected members	Member Services Officer	
	Sep 08	-		High	Members Annual training day Sept 20	CCMS Manager/Clerk	
	Jul 08	-		High	Design a new members handbook and supporting marketing literature to raise the profile of the Fire Authority	Member Services Officer	
	Mar 09	Jul 08		High	Review the constitution ensuring updated legislative and policy requirements are incorporated.	CCMS Manager/Clerk/Finance	

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	Jul 08	Ongoing	MAWWF will demonstrate its commitment to sustainability and the environment through its policies and procedures	High	Complete baseline review of MAWWF's impacts on the environment	Mydrian Harries	
	Sep 08	Ongoing		High	Introduce implementation plan to address issues identified in the baseline review	CCMS Manager/All Managers	
	Mar 09	Dec 08		High	Attain Green Dragon Level 2 status	CCMS Manager/All Managers	
CCMS4 Effective & Empowered	Mar 09	Sep 08	All staff have the right skills	High	All managers to be proactive in identifying skills gaps and opportunities for skills transfer and training	CCMS Managers/officers	•
	Mar 09	Sep 08	New ways of working	High	Hold an annual team training day to communicate organisational change and future workloads	CCMS Manager	
	Mar 09	Sep 08	Staff have the right skills and knowledge	High	Encourage team members to identify own training needs in line with business requirements at team meetings, mid year review and PDR.	All	

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CCMS5 Partnership Working	Sep 08	Jul 08	Improved Partnership and collaboration	High	Revise the Partnership policy and disseminate to all staff	CCMS Manager/CRR	

ESTIMATED TOTAL COSTS	ESTIMATED TOTAL SAVINGS