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**Audit and review of communications  
in the States of Jersey**

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**November 2017**

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# Contents

1.	Executive summary .....	3
2.	Introduction .....	4
3.	Review of existing objectives, strategies and plans .....	5
	Current communications strategies across the States .....	5
	The approvals process for communications strategies. ....	7
4.	Review of existing audiences .....	8
5.	Review of existing channels .....	9
	i. Internal channels .....	9
	ii. External channels .....	15
6.	Review of existing collateral .....	26
7.	Review of existing processes .....	288
8.	Review of existing structures, capacity and capability .....	355
9.	Review of existing budgets .....	38
10.	Conclusions .....	39
11.	Appendix A .....	44
12.	Appendix B Overview of publications by Department .....	46

# 1. Executive summary

The audit and review of communications in the States of Jersey looked at structure, capacity, capability, processes, protocols and ways of working of communications. The audit identified many positives, on which a future communications function can build, mainly in terms of the capability of individuals.

However, it found the following main issues, and identified 60 Action Points for addressing them, which are collated on page 40 and will guide the development of a communications strategy and new communications organisation design.

- There is no overarching communications strategy for the States of Jersey
- There are no States-wide internal communications, media, social media or stakeholder strategies and communications rhythms
- Some, but not all, departments and projects have strategies or plans, but they are not to a common standard
- There is no States-wide stakeholder map
- The My States intranet does not cover the whole of the States, there are some departmental intranets, which means a fragmenting of messages and internal audiences
- The MyStates intranet does not have sufficient bandwidth to support the streaming of video as a multimedia channel
- Email, rather than the intranet, is the predominant channel for internal communication to staff
- There are no formal internal feedback mechanisms
- The States of Jersey brand is not adhered to and needs reviewing
- There are multiple government websites, which fragments messaging and audiences
- There are multiple social media accounts on the main social media platforms, which fragments messaging and audiences
- There is no formal States-wide communications function and no consistency in the roles and grades of communications staff
- Current communications resource is spread too thinly across the breadth of government, and is therefore inefficient, duplicative and unable to provide the full range of communications to the States, departments, functions, projects and campaigns
- Communications does not have the respect and standing that it needs as a profession, or sufficiently early involvement, to influence effective policy and decision-making

- There is no formal (and minimal informal) planning, coordination and collaboration of communications activities between departments and the centre, or of press lines
- There is no States-wide protocol for who can and should deal with the press as an approved spokesperson or media officer
- There is no central management and procurement of external suppliers for design, digital and marketing services, which has led to 38 separate contracts by departments, functions, campaigns and projects and hundreds of thousands of pounds in annual spend
- There is a capacity and capability gap in multimedia design and a lack of the hardware and software needed to do design work in-house
- There is no States-wide media monitoring and dissemination, leading both to duplication by multiple staff checking the same media and omissions, since there is no central accountability for media monitoring
- There is little formal evaluation of communications against outcomes-based objectives or assessment of return on investment for paid-for marketing, so it is impossible to determine the effectiveness and value for money of communications activities.

## 2. Introduction

A Communications Transition Team was appointed in October 2017 by the Interim Director of Communications, to carry out an audit and review of the current size, shape, capability, capacity, activities, processes, protocols and effectiveness of communications in the States of Jersey.

This review was not charged with asking why or how the current arrangements were in place, or to review previous attempts to change: it was tasked only with assessing the current state, in order to inform the development of a strategy and a new organisational design for communications in the States.

The Transition Team comprised the following communications specialists:

Stephen Hardwick	Director of Communications
Cathy Keir	Assistant Director, Communications and Ministerial Support
Laura Pérez	Engagement Specialist, Human Resources
Geraldine Cardwell	Internet and Intranet Manager, Digital Delivery Team
Christian May	Communications Manager, External Relations
Erica Tennant	Head of Communications, Social Security

The team met to scope the audit and were each assigned areas to examine. The team met several times during the review to update on progress and clarify issues. This report is the collation of the team's collective assessment of the current state of communications in the States of Jersey, and the actions that the team recommend for a future communications operation.

### **3. Review of existing objectives, strategies and plans**

#### **Current communications strategies across the States**

There is no cross-government communications strategy or annual communications plan.

A number of communications strategies and plans have been created independently by departments and project teams, although there is no consistent standard, approach or template used for them.

There is an internal engagement strategy, with communication as a key enabler, but no ongoing evaluation of success. There is also an internal communication approach document, but no ongoing plan.

Departmental communications strategies, where they exist, are defined by the Department's objectives and these are not necessarily aligned to overall government objectives.

There are also communications strategies for teams within departments, in some cases, such as Careers Jersey (Education), plus HR, ISD and eGov. There is also an assortment of communications plans within each of these areas for specific formal and informal projects.

Detailed communications strategies or plans tend to be for specific projects. This is because they are distinct, time-bound and have clear budgets and objectives (such as Future Hospital and Future Jersey) and have often recruited their own communications officers, who work autonomously from the central communications function.

There is no central, formal agreement process, or oversight, for any communications strategies. Therefore, communications for projects are not prioritised, coordinated or managed consistently. Even if the activities themselves are professionally planned and managed, the absence of cross-government co-ordination and planning means there is a scattergun approach, in which the same audiences might be targeted at any given time by a range of disparate communications.

This also means that stretched communications resources might be working in parallel on duplicating activities, which, if planned, could be delivered collectively.

In addition, 'communications' has a different meaning in different departments and teams and therefore strategies vary by type of communications: political, media and public relations, customer communications and public awareness.

As a result, in some cases, communication strategies are introduced and created at different stages of the decision-making process – and too often at the very end, after decisions have been made and policy or operations have concluded their work. This means that valuable communications input, insight, challenge and planning from the outset is lost.

Table 1 summarises the strategies in use throughout the States.

**Table 1 Existing Departmental, team or project communications strategies**

Department	Team	Departmental strategy	Team or project strategy	Other information
Chief Minister		No		
	Long Term Vision		Yes	
	Statistics Unit		Yes	
CCA		Partial		New comms resource
	Customs		No	
	Prison		No	
	Superintendent Registrar		No	
	Fire Service and Emergency Planning		(Awaiting answer)	
	Police		Yes	
	Office of Medical Officer of Health		No	
Education		Yes	Yes	
EDTSC		No	Yes	
Environment		Yes	Yes	
External Relations		No	Yes (Brexit)	
Infrastructure		Partial	Yes	
HR	Internal Communications	Partial		
	OD and Engagement	Yes		
Health and Social Services		Yes	Yes	
	Future Hospital		Yes	
ISD		Yes	Yes	New comms resource
Social Security		Partial	Yes	New comms resource
Treasury and Resources	MTFP	No	Yes	
	Taxes Office Transformation	No	Partial	New comms resource

## **The approvals process for communications strategies.**

Communications strategies for major projects, such as for Les Quennevais school, are often created and delivered in conjunction with Ministers and senior officers. This is usually done within individual departments and approval sits with the same Ministers and senior officers. Within these communications strategies, it is usual for the Ministers and seniors officer to also approve the selection of any marketing, design or PR agencies, plus example artwork and draft documents.

There are some cross-department initiatives for major projects. For instance, the Assistant Director for Communications and Ministerial Support was seconded to the Treasury for six months in 2016 to manage communications for the Medium Term Financial Plan Addition and Budget 2017. This involved close liaison with officials, communications and scrutiny officers across the organisation.

The communications strategy for major projects, such as Future Jersey, have involved CMB and COM at various stages.

However, communications strategies dedicated to general communication policy, such as social media, have not had any significant traction.

**AP1: Develop a unified Communications Strategy for the States of Jersey, to be approved by CMB.**

**AP2: Develop a unified 2018 Communications Plan for the States of Jersey that includes all the priority activities of Departments and Functions for the year ahead, to be approved by CMB.**

**AP3: Develop a unified Internal Communications (and engagement) plan for the States of Jersey, to be approved by CMB.**

**AP4: Develop a common campaign plan approach for projects.**

## 4. Review of existing audiences

Communications by the States of Jersey targets and serves the following audiences:

<b>Internal</b>	Current leaders and managers Current employees States of Jersey trade unions
<b>Political</b>	States Members UK Government – Ministers and civil servants European Commission and Parliament Partner Channel Islands and Crown Dependencies
<b>Public</b>	Islanders The public elsewhere The public as customers of specific services Subsets of the public targeted for behaviour change Potential employees Former employees (pensioners)
<b>Local</b>	Parish communities and interest groups Parish interest groups
<b>Media</b>	Local media UK and international media Commentators and influencers
<b>Business</b>	Local and international businesses Suppliers to the States of Jersey Business representative groups Professional representative groups Independent bodies
<b>Third sector</b>	Local and international charities Local and international pressure groups

The audit found that there is no single external stakeholder list for the States of Jersey. Departments (and areas within departments) manage their own lists of stakeholders. But with no joined-up approach, the same stakeholders can be contacted at the same time, about different matters, by multiple Departments.

There is also no control over who is communicating with each of these stakeholder groups. One business group, for example, may have several distinct relationships with teams within the States of Jersey.

These stakeholder relationships are well-established and there are no indications that they are not managed professionally. However, without a common stakeholder map, with visibility about who is engaging with each stakeholder and how often, it isn't clear whether these stakeholders are being managed as effectively as they could be.

Further, stakeholders may receive bespoke communications collateral from individual Departments. However, there is no coordinated oversight over the content, quality or message consistency of this collateral, and there is also no common channel for communicating with stakeholders as a group on States-wide issues.

**AP5: Develop a stakeholder map for the whole of the States of Jersey, including a breakdown of both stakeholder and Department/Function contacts and lead relationships.**

**AP6: Develop a regular stakeholder communication channel for sharing news and information with stakeholders as a group.**

**AP7: Identify and procure a suitable online platform for branded stakeholder communications (and possibly the management of stakeholder lists).**

## **5. Review of existing channels**

### **i. Internal channels**

Internal communication to the whole workforce is controlled and issued centrally. Messages are generally broadcast, as there is little opportunity for staff to meaningfully join the conversation. Individual departments communicate to their employees to varying extents; this is not co-ordinated or overseen centrally, for content, for consistency or for quality.

There is no regular rhythm to centrally-provided internal communications, other than monthly Changing States (an all-staff digital newsletter). Topics are limited and usually focused on key projects and major announcements only. States Assembly news and developments are not generally shared with the whole workforce, although individual Departments might communicate this to their own staff.

Communication sign-off is often by project lead (owner of information) rather than communications lead (owner of story). Staff often learn of news about the States through the Jersey Evening Post or Bailiwick Express, rather than through internal channels, because news that is announced externally is not routinely shared internally.

There is little tracking or evaluation, other than basic open rates of emails or click rates on the MyStates intranet.

The existing States of Jersey internal communications channels are in Table 2.

**AP8: Establish a regular rhythm of States-wide internal communications as part of an Internal Communications Plan; Departments should establish their own rhythm of communication to staff in tandem.**

**Table 2 Communications channels in the States of Jersey**

<b>Face-to-face</b>	<p>One-to-one meetings            Team meetings            Briefings            Drop-ins            Group meetings            Workshops            Large events            Exhibitions            All staff departmental presentations</p>
<b>Internal digital</b>	<p>Intranets:</p> <ul style="list-style-type: none"> <li>• MyStates <a href="https://soj/">https://soj/</a></li> <li>• Education <a href="https://soj/esc/Pages/Default.aspx">https://soj/esc/Pages/Default.aspx</a></li> <li>• Police intranet – Intrapol</li> <li>• Department of Environment <a href="https://soj/pne/Pages/Default.aspx">https://soj/pne/Pages/Default.aspx</a></li> <li>• EDD <a href="https://soj/edd/Pages/Default.aspx">https://soj/edd/Pages/Default.aspx</a></li> </ul> <p>Email            Email signatures            Chief Officer Circulars (ad hoc)            Manager updates (ad hoc)            Changing States (monthly)            Departmental newsletters</p> <ul style="list-style-type: none"> <li>• People Update (HR – every two weeks)</li> <li>• Soc Sec Today (weekly)</li> <li>• ISD (every two weeks)</li> <li>• Monday Message (Health – weekly)</li> <li>• Waste</li> <li>• Police</li> <li>• Tax</li> </ul> <p>Lock-screen messages            Internal SharePoint collaboration sites            Internal social media e.g. blogs            Large screens – entrances and internal            Video</p>
<b>Collateral</b>	<p>Notices            Posters and banners            Static displays            Flyers and handouts (desk drops)            Letters            Brochures            Publications (internal and external)            Photography            Graphics            Infographics</p>
<b>Brand</b>	<p>Logos            Colour palettes            Fonts            Styles            Templates</p>
<b>Other</b>	<p>Engagement surveys            Recognition awards            Idea generation portals</p>

## **Face-to-face**

There are no organisational standards providing guidance for format or regularity of team meetings/briefings. As a result, such meetings happen to varying degrees around the organisation.

There are occasional group events, such as Shaping our Future (all staff) and some events for leaders, but these are not regular. Inspiring Managers and Manager to Leaders cohorts gather on a more frequent basis.

Drop-ins around the organisation have been offered for workforce modernisation, with a generally good response in terms of attendance.

CEO visits were organised on a monthly basis for a short period, but ended earlier this year. HR has quarterly off-sites for all members of the department. Environment have ad hoc 'Ask Andy' sessions. Health irregularly hold briefings for staff on issues like Future Hospital, and internal ones like launch of 'Our Values, Our Actions'. ISD holds 'Big IS', an all-staff off-site event, twice a year.

**AP9: Establish internal visibility plans for the CEO and senior leaders, to create opportunities for better engagement between leaders and staff.**

**AP10: Ensure that internal communication is automatically factored into all external announcements, in order to improve the flow of news about the States' activities to staff.**

## **Intranet**

MyStates is the corporate intranet site, which the majority of staff – but not all – can access. There has been some success in the past two years in collapsing separate, legacy departmental intranet sites into MyStates. However, there are still three separate departmental intranets with their own look and feel which need to be brought into the corporate environment – Environment, Economic Development and Education.

Readership of the various intranet home pages, where we have this information, is as follows:

<b>Intranet</b>	<b>Page views per month for home page</b>	<b>Average hits per employee</b>
MyStates	105,000	72 pages
Environment	3,000	
Economic Development	500	
Education	12,000	

Ports of Jersey have an intranet running on the same SharePoint platform and can still access MyStates, but are now a States-owned company. Police have their own intranet which is only accessible by police staff. A small number of police staff have access to MyStates via OIS accounts and there is currently a project running to give access to MyStates to school staff.

Stories are added to MyStates on an ad hoc basis, with a mixture of big news and routine reminders, which are not co-ordinated. Historically, the Digital Delivery team and Internal Communications added stories to MyStates, though this is currently being opened up to other communications officers.

The information architecture is not ideal, since it is business-led instead, rather than user-centric. As a result, information is difficult to find, and new information is difficult to place. Incremental improvements have been made to layout, functionality, search and content, but the MyStates intranet receives much less web design attention than gov.je.

Until recently, only a fraction of the collaboration functionality of SharePoint has been in use, since when there has been a surge in demand for collaboration sites (which ISD does not have the capacity to fulfil). The ability for employees to respond to news articles and participate in threaded conversations is not currently used across the organisation, although some departments use this. The reasons for this are partly cultural, with corporate messages being one-way, reflecting a nervousness both by management and employees to engage in open dialogue with the workforce in a digital setting.

The current intranet runs on a customised version of SharePoint 2013. In 2018-19, it is anticipated that the current MyStates will be replaced with an 'out of the box' cloud-based solution running on [REDACTED]. This will reduce the need for technical and bespoke development, give us better functionality and allowing for more personalisation, audience-focused communications and two-way engagement, using [REDACTED]. The move to [REDACTED] would provide the ideal opportunity to remove the satellite SharePoint intranets.

This will need to be a formal project going through a tender process. New information architecture will need to be designed and new staff-focused content written. Currently there is no staff capacity to manage the creation of this new content or support it in the future.

There is no corporate brand for the site.

Most corporate editorial work and information architecture changes falls to the Digital Delivery Team with one person from HR responsible for curating more than 650 HR pages. A small number of people update Departmental sections in their own areas.

There is no standard process for requesting Departments to upload information to their site. As a result content is often out of date, duplicated or rushed to be put on the site. There has been work done to improve some of the most popular HR policies, but this has stalled due to Workforce Modernisation.

**AP11: Establish a single intranet for the whole of the States of Jersey and close legacy Departmental intranets. Establish a business case for the project, which considers both product and cost.**

**AP12: Develop the intranet to allow for personalisation (to enable information to be pushed to subsets of the entire workforce – such as by Department and team) and for feedback (such as through a comments facility on news).**

**AP13: Establish a corporate identity for the intranet which is aligned to the States of Jersey brand.**

**AP14: Establish a clear, standard process for ensuring that Departmental data is kept up-to-date.**

## **Email**

The main format of all-staff central communication is email, through an online platform called Poppulo (previously Newsweaver). Emails are sent to 5,300 out of 7,300 States employees (71%). However, not all staff have email addresses, and even if they do, they may not have regular access to that inbox because they are not desk-based (such as nurses). Usual open rates have improved over the last two years, but are generally between 40% and 50%. This means that even at a 50% open rate, emailed news announcements are only being read by just over a third of our workforce.

There is no regular rhythm to centrally-provided internal communications, other than monthly Changing States. Changing States is a lengthy, content-rich newsletter, which contains news stories and features which ought really to be read on the intranet. The use of Changing States as the main news channel reinforces the low use of the intranet for internal news.

Manager Updates are also fairly regularly emailed to managers to ensure they have all required information on a project or development.

Headteachers are expected to forward certain emails to staff (as all school emails are not held centrally), but there is no formal process for this or for tracking and feedback. Certain departments print out emails for staff without email access. Again, there is no formal process and this is not tracked.

**AP15: Internal Communications must establish the intranet as the primary source of news, and use email only sparingly as a news channel.**

**AP16: Internal Communications should establish a regular bulletin for staff which summarises key news, issues and things they need to know from the intranet, with links to the stories and detail.**

**AP17: Internal Communications should establish guidelines for the use and governance of the internal communications online platform.**

**AP18: ISD should review the process to update the active email directory to ensure staff lists and group email addresses are current and appropriate.**

## **Newsletters**

Some Departments produce newsletters. These include:

- People Update (HR – every two weeks)
- Soc Sec Today (weekly)
- ISD (every two weeks)
- Monday Message (Health – weekly)
- Waste
- Police
- Tax.

All of these require content, and some have very small audiences.

**AP19: Internal Communications should review the use of newsletters by Departments and Functions and see how content can be consolidated into the intranet as the main channel for live news and updates.**

## **Chief Officer Circulars**

Chief Officer Circulars are formal, very factual communications, which are sent to Chief Officers for cascade within their departments. While this is a somewhat outdated method and is untrackable in terms of open rates, engagement is generally considered to be good, as it is seen to come directly from their senior leader. Its effectiveness depends on the circular actually being cascaded and there is also no formal way to capture whether it has been cascaded or how it was received.

**AP20: Internal Communications should review the use of Chief Officer Circulars as part of the internal communications plan.**

**AP21: If retained, Internal Communications should establish a process for tracking and evaluating the use of Chief Officer Circulars and establish feedback loops.**

## **Direct communication to employees' homes**

Other than payroll information, no central communication is sent to staff members' home addresses or to home email addresses. However, the workforce modernisation and MyView projects are starting to communicate directly via personal email addresses, where staff have indicated this as their preferred channel.

## **Email footers**

Email signatures and footers are a way to communicate factual information about the person sending the email, and to reinforce the brand of the States of Jersey. The use of footers is not consistent through the organisation – in style or content – as they are set by each individual, and there is no guidance to ensure uniformity. We generally do not use email footers for marketing purposes.

**AP22: Establish a uniform style of email signatures/footers and apply them throughout the organisation, to reinforce the brand of the States of Jersey and the professionalism of the people within it.**

## **Lock screens**

Slides that appear when computers are locked are becoming more frequent. There are guidelines on the type of topics that should appear – such as corporate reminders of actions to take, or security and wellbeing messages – and there is an approvals process in place, which involves sign-off by CEO. In practice, these guidelines are not always adhered to, and there are requests to use lock-screen messages to inform staff of policy as citizens, rather than as staff.

There have also been issues with IS uploading and taking down lock-screen messages without the approval or instruction of Internal Communications.

**AP23: Internal Communications should review the sign-off process for lock-screen messages, delegating approval to the Director of Communications or the Head of Internal Communications, and circulate and consistently apply the guidelines.**

## **Noticeboards**

When posters are produced, they are distributed for noticeboards. However, there is sometimes no ongoing ownership in Departments, so posters can then stay on noticeboards long after they are time expired. There is also no comprehensive list of all organisational noticeboards.

**AP24: Internal Communications should do an audit of noticeboards across the States of Jersey, to establish where they are, and whether there are areas which do not have noticeboards. All Departments and Functions with noticeboards in their buildings must nominate staff members to keep the noticeboards up to date.**

### **Engagement surveys**

There has not been a States-wide employee survey since 2008. A new survey has recently started to be used in Tax, Social Security, HR, Environment and ISD, although Infrastructure, Health and Education each have their own separate surveys. There is no consistency between these surveys, so there is no States-wide mechanism for assessing employee engagement or obtaining feedback against common questions and at the same time.

A project is in progress to create a standard States of Jersey engagement survey process, with a procurement process underway to identify an external supplier to lead this from January.

**AP25: HR must implement a single, States-wide annual employee survey, backed by shorter temperature-check surveys during the year, and cease all other Department-based employee surveys.**

**AP26: Internal Communications should develop a communications plan for publicising the new survey and encouraging take-up and completion by employees.**

**AP27: Internal Communications should establish guidelines for the use and governance of Smart Survey, the online survey tool, for seeking feedback from employees (or a subset of employees) on specific issues during the year.**

### **ii. External channels**

Communication to external audiences is via a wide range of channels, some of which are owned by the States of Jersey, and many of which are via third parties – such as media, social media and marketing. The existing States of Jersey external communications channels are in Table 3.

**Table 3 Communications channels in the States of Jersey**

<b>Face-to-face</b>	Face-to-face service provision One-to-one meetings Group meetings Large events Media briefings
<b>Phone</b>	Customer-facing inbound/outbound calls
<b>External digital</b>	States of Jersey website Blog.gov.je Opendata.gov.je MyGov.je - daily notifications which goes to 23,400 Customer emails
<b>Media</b>	Press releases Jersey Evening Post – print and online Bailiwick Express – online Channel 103 FM – radio and online BBC Jersey – radio, television and online ITV Channel – television and online Business publications – such as Connect and BusinessLife
<b>Social media</b>	Twitter Facebook LinkedIn Instagram YouTube
<b>Apptivism</b>	The Apptivism chatbot is a new consultation method that uses Facebook Messenger. During a pilot that began in June, it has established a database of approximately 2,000 islanders whose views can be sought on policy issues. It has been used to ask Islanders for their views on the tax system, parental Social Security benefits and the future of St Helier. This has returned an average of 1,100 data points per chat, and provided data analytics. The pilot will be evaluated after its conclusion in December 2017. It is being managed by a cross-departmental group of policy officers.
<b>Print</b>	Notices Consultation papers Leaflets & brochures Information sheets Posters
<b>Marketing</b>	No-cost – use of existing owned channels Low-cost – low-level spend on collateral or external channels, such as boosted digital posts Full-cost – digital, print, radio, television and out-of-home advertising partnership – utilising third-party channels with bespoke collateral
<b>Direct mail</b>	Mail-outs to the public Letters to customers Leaflets and letters – eg parents of primary school pupils via book bags
<b>Via third-party channels</b>	Providing bespoke or shared collateral (as above) with third-party partners for use in their own communications channels
<b>Brand</b>	Logo Colour palette Font Style Templates

## Gov.je

The primary external website for the States of Jersey is gov.je – our own website. The gov.je web site has continued to evolve over the last 21 years. In 2008, the Chief Officers agreed that it would become the single website for the States of Jersey, and subsequently a large scale project saw the content from dozens of separate websites merged into a new information architecture, based on use of SharePoint as the content management system. Capital has been allocated to upgrade the platform to SharePoint 2016 next year.

The site is the main site for all citizens and has 17,000 visits a day with more than 60% of people accessing the site via tablets or smart phone. Research has shown that public see gov.je as the only place to go for government information and they are frustrated if information is not available on the site.

### High scoring

Gov.je is consistently rated as one of the top 20 sites in a quarterly assessment of 430 UK local government websites – for technical measures like functionality, accessibility and the availability of unbroken links.

The website consistently scores highly through the Govmetric feedback mechanism (smiley faces). The Digital Delivery Team either responds to this feedback or passes it on to relevant departments. It does the same for direct emails that it receives on a daily basis. This feedback can include reports of broken links, inaccurate information or requests for specific information.

The Society for IT Practitioners in the Public Sector has judged the site among the best UK public sector websites saying it is: “Excellent website in all ways. Professional, clean, easy-to-use and containing all appropriate content. There is a comprehensive coverage of all government functions focused on the user. It is very neat and well designed, making it easy to use.”

### Developments

Gov.je is enhanced on an ongoing basis using a rolling capital vote. There are monthly sprints. A significant amount of investment has gone into the usability of the site, with professional user research and input from several leading web design companies.

The news section has been developed and improved to show large images on the site. Only trained communications staff publish news on the site. This used to be done centrally by the Communications Unit, when they were better resourced.

More recently, the site has been developed to include Department landing pages, which can act as an attractive front window to the Department and aggregate news, consultations, reports, and top tasks, with banner images included in the design so that Departments can promote campaigns.

At present, most Departmental landing pages have retained the same format as the main gov.je home page. Those that have created their own landing pages – Health, Education, External Relations, Treasury and Resources – have all gone for a different layout, look and feel. While their landing pages are better-designed and more attractive, an inconsistency in approach and identity could further undermine the brand of the States of Jersey as one Government.

The site also includes engaging campaign subsites (such as Fostering and Adoption) as an alternative to campaigns being hosted on external microsites. However, Departments

have continued to contract with external agencies to design and host microsites outside gov.je. These include:

[www.shapingourfuture.gov.je](http://www.shapingourfuture.gov.je) (moving back to gov.je)  
<https://www.futurehospital.je/> (moving back to gov.je)  
<http://digitalpolicy.gov.je/> (look to merge that with gov.je)  
<http://futurefocused.gov.je/> (will be removed when next MTFP launched)  
<http://www.iod.je/> (set up in partnership with Citizen's Advice Bureau and HSS)

Around 50 web editors/content managers are trained to use the gov.je website. Only one of these, in Social Security, is employed full time as a web content strategist.

Three web content strategists work for the Digital Delivery Team. Their roles also include user research, user testing, form design, information architects and trainers in CMS and content writing. The team also run a 'writing for the customer' course which has been attended by more than 200 people. Attendees include web editors, communications staff and subject matter experts from all levels of the organisation.

Parishes have historically been resistant to any parish content being published on gov.je even if it provided a much more joined up customer experience as they see this as being an erosion of their role and independence. There have been some compromises such as an acceptance that parish online services will be available through the new States of Jersey self-service portal.

**AP28: The look and feel of gov.je should be reviewed to ensure that its functionality is matched with an attractive look and feel and a consistent States of Jersey brand.**

**AP29: Departmental landing pages should follow a common template to have a consistent look and feel.**

**AP30: All existing campaign microsites should be brought into gov.je and no new external sites should be created by any Department, Function, campaign or project.**

### **Other external websites**

There is a host of other external websites used for States of Jersey Communication, which are summarised in Table 4.

**Table 4 Other websites used for States of Jersey communication**

Website	Summary
<p><b>blog.gov.je</b></p>	<p>The Digital Delivery team has encouraged a more conversational form of communication with Islanders through the <a href="http://blog.gov.je">blog.gov.je</a> site which was set up in 2015. This runs on WordPress and has a variation on the gov.je brand.</p> <p>Its use has not been promoted sufficiently internally nor promoted externally.</p> <p>Blog.gov.je presents the opportunity for departments to work in the open, including talking about what they do and to publicise new initiatives or policies from the earliest stage of development, rather than saving all communication for a 'big reveal' at the end. This provides the opportunity to involve Islanders in the co-creation of policy.</p>
<p><b>opendata.gov.je</b></p>	<p>The Digital Delivery team have championed openness and transparency, through setting up the <a href="http://opendata.gov.je">opendata.gov.je</a> site as a focal point for publishing raw data under an open licence. The Statistics Unit have adopted this as a place to publish the data that underlies the tables and graphs that they routinely publish, enabling graphs on gov.je to be interactive and dynamic, fed directly from the data.</p> <p>Capital has been set aside in 2018 and 2019 to further develop the site as the place where we publish data on government performance and spending, delivering on a commitment made in the Digital Policy Framework that this data would become publicly available at a more granular and accessible format. The site has a variation on the gov.je brand.</p>
<p><b>MyGov.je</b></p>	<p>The <a href="http://MyGov.je">MyGov.je</a> website was set up in 2011 with the intention that it would become the focal point for online services such as eForms. This custom-built site has been superseded by off-the-shelf technology from Firmstep, which is widely used in UK local government.</p> <p>Part of the MyGov platform powers the ability for Islanders to sign up for daily email alerts, including job vacancies, planning applications, States of Jersey news, product recalls and Jersey Gazette notices.</p> <p>MyGov is being merged into gov.je, and the replacement site will be promoted from December 2017 onwards.</p>
<p><b>survey.gov.je</b></p>	<p>Survey.gov.je provides a common platform for departments to collect data from their customers and ensures a consistent user interface for our customers to use. This common platform, using the Smart Survey product, allows both the organisation to know that data is being collected, stored and analysed in a secure manner, and promotes trust within our customers. A survey theme based on the gov.je brand is pre-loaded into every new user account.</p>

Website	Summary
<b>comment.gov.je</b>	<a href="http://comment.gov.je">Comment.gov.je</a> is one of our customer engagement tools and is designed principally for running small to medium scale public consultations. It satisfies the requirement where departments consider data collection via email to be ineffective yet is simpler to setup and administer than using our fully featured consultation portal (powered by Objective). Comment.gov.je serves as a tool to aggregate and moderate qualitative customer responses, and is easily shared via other web channels to encourage increased engagement.
<b>consult.gov.je</b>	<a href="http://consult.gov.je">Consult.gov.je</a> is a consultation portal which was procured and paid for by the Environment Department for its planning consultations. It was also used by the Chief Minister's Department for a consultation on the last Strategic Plan.
<b>parish.gov.je</b>	The Digital Delivery team is also responsible for the <a href="http://parish.gov.je">parish.gov.je</a> site. Content is managed by parish staff, to varying levels of quantity and quality. St Helier also has its own, separate website and there is no States of Jersey involvement in this.
<b>londonoffice.gov.je</b>	A <a href="http://londonoffice.gov.je">londonoffice.gov.je</a> website was set up in conjunction with the Digital Delivery team. Its main aim is to raise awareness of Jersey and our position with decision-makers and commentators throughout the UK, in advancing Jersey's interests and in assisting colleagues to attract visitors and inward investment. It is also intended to be a point of contact for the Jersey community in the UK.
<b>statesassembly.gov.je</b> <b>scrutiny.gov.je</b>	The <a href="http://statesassembly.gov.je">statesassembly.gov.je</a> and <a href="http://scrutiny.gov.je">scrutiny.gov.je</a> websites are supported by the Digital Delivery Team, but the content is managed by States Greffe staff.  The team are working on a project to merge the States Assembly and Scrutiny websites. The new site will make it easier for the public to know about the work of the Assembly, provide a transparent and accountable government, to promote news and provide easier access to decision outcomes.
<b>Love Jersey</b>	Love Jersey is an app that is used by more than 2,000 people on the island. Its main aim is to report problems that need fixing, although it also provides the public with handy access to flight information, boats, buses, weather, tides, news and cinema listings.

The wide range of existing government websites mean that audiences have too many web channels through which to interact with the government, thereby fragmenting audiences and undermining the gov.je one Government portal. The inconsistency in design and style of the websites also undermines the States of Jersey brand.

**AP31: The Digital Delivery Team and Communications should review the range of government websites and produce a timetabled plan for bringing them all within gov.je and propose any legitimate sites for exemption (such as the States Assembly website).**

## **Media**

Jersey is relatively well-off in being served by the media channels, with the following print, broadcast and online channels:

Jersey Evening Post	– print and online
Bailiwick Express	– online
Channel 103 FM	– radio and online
BBC Jersey	– radio, television and online
ITV Channel	– television and online
Business publications	– such as Connect and BusinessLife

Given the size of the States of Jersey, it is the dominant source of news for the media. However, there is no coordinated government-wide strategy for managing the government's relationship with the media, so media engagement is largely tactical, reactive, legislation/policy-driven, and very duplicative, as every Department engages independently with the media on its own agenda, to its own timetable, and with minimal cross-government planning or coordination.

As a result, the media might be given too many stories on one day, and too few on other days, leading to Departments competing for media space sometimes, and wasting opportunities to fill space at others. It also means that big announcements might not get the coverage they deserve, and small issues might get too much coverage, if they land in a vacuum. This serves the interests neither of the media, nor of the government.

In addition, under the current structure, the media have to deal with a dozen communications officers, most of whom have media handling as only a part of their jobs, rather than with professional press office which is dedicated to media management. The current structure and ways of working also mean that stretched communications officers can often only deal with the urgent priorities – which are usually legislation/policy-driven and reactive – and do not have the time to generate enough proactive and positive news about what the government is doing.

Areas like Education, Environment and CCA do provide a steady stream of non-policy stories, centred on schools' activities, projects on flora and fauna and information from the emergency services, and Health is proactive in communicating issues like immunisation, national days of various kinds and public health awareness campaigns. But all Departments could be mined more effectively for data, activities, performance and human interest stories to offer the media.

**AP32: The communications OD should establish a professional press office with the capacity and capability to serve the needs of all Departments and Functions and be a reliable and trusted partner to the media.**

**AP33: The press office should run a cross-government media planning grid, into which all Departments, Functions and projects feed, in order to co-ordinate and sequence the timing of media activities.**

**AP34: Departmental communications leads, working in partnership with press office, should establish a pipeline of proactive, positive stories about what the government is doing, including lighter, media-friendly stories based on data ('top tens', for instance).**

## **Social media**

The States of Jersey uses several social media channels to reach audiences. The most followed is the @StatesofJersey Twitter account, which serves the whole of government.

<b>Channel</b>	<b>Followers</b>
Twitter	11,458
Facebook	7,734
Linkedin	3,924
Instagram	1,073
YouTube	253

However, some individual Departments or services, some projects or campaigns, and some locations (schools or sports centres) also have their own accounts, as well as Parishes and arms-length bodies. A full list is at <https://www.gov.je/pages/twitter.aspx>. It shows that, in total, the States of Jersey has:

- 54 Twitter accounts
- 31 Facebook accounts
- 6 LinkedIn accounts
- 7 Instagram accounts

The States of Jersey main social media accounts are managed by the central communications unit, while the web team and some other communications staff also have access to the Facebook page. Other accounts are managed by Departmental staff.

The duplication of the States of Jersey's social media presence means that audiences are fragmented, messages have to be delivered multiple times to multiple accounts, and effort is wasted in pursuing audiences around social media channels, instead of attracting audiences to core, high-follower accounts, where they can be served more efficiently and effectively.

Although social media is an important channel for communication by the States, our own staff cannot access social media on work computers during work time. Since we would like staff to be ambassadors for the States, we are preventing them from using their own social media presence to like, retweet, comment or respond in any other way to news about the States.

**AP35: The Digital Delivery Team and Communications should review the range of social media accounts held by the States of Jersey, Departments, Functions, projects and campaigns and produce a timetabled plan for rationalising the majority of accounts, to concentrate audiences in a corporate accounts.**

**AP36: The Digital Delivery Team and Communications should develop a plan for growing and retaining followership of the States of Jersey on our core social media channels, to make it easier to reach more of our audiences.**

**AP37: External social media should be opened up to States employees on States PCs, and this should be communicated alongside clear guidelines on appropriate social media use in worktime and on work devices.**

## **Marketing**

There is no central control for commissioning, managing and quality assuring paid-for marketing content and campaigns.

The central communications unit provides advice on the channels for marketing and whether departments should pursue paid-for marketing or not depending on the subject matter and who the campaign/project is designed to reach. They will also advise on which media adverts/editorial should be placed dependent on audience, subject and reach. The unit has also compiled guidance on the intranet:

<https://soj/HowTo/Communicate/Pages/Marketing.aspx>

But each Department and Function independently procures services for creative content, planning, buying, printing, PR and external web design and hosting and does not need to seek approval, advice or support from any central marketing team.

The audit process has identified 38 distinct agencies/suppliers being used by the States of Jersey for communications-related support, much of which is for marketing (see Appendix A), although a significant amount is related to web and is not necessarily attributable to communications. We asked Supply Jersey for details of spend on these external suppliers, and in the time allowed, they were able to provide some information, which we were unable to verify. This will therefore require a further, detailed exercise to ensure that the full extent of communications-related spend on external agencies is understood, and the savings that can be made by bringing the work in house.

With this caveat, the total spend across these agencies was:

- £3.5 million in 2015
- £2.7 million in 2016
- £1.8 million in the first half of 2017.

Not all Departments were able to supply a comprehensive list of agencies. Given the difficulty in identifying agencies engaged for specific projects, historic relationships which may be dormant, and ad-hoc work undertaken by external suppliers not identified as communications activity, we are certain that the table in Appendix A is not a complete or accurate list of active agencies/suppliers.

Departments have indicated that they allocate marketing/communications spend and select an appropriate agency on project-by-project basis. Subject to financial directions, Departments do not need to undertake a competitive tender process, or seek more than one written quote for agency work, unless the total value of that project work is above £25,001.

Departments engage agencies on an ad-hoc basis and no retainer/fixed-price contracts are in place for the agencies, except for:

- Locate Jersey – Allied Media, Crystal PR, The Observatory and Switch Digital
- EcoActive (Environment) – Freedom Media

There are many and significant drawbacks to the current use of a wide array of external agencies by Departments and Functions:

- The States of Jersey has no overview or control of marketing and agency spend
- There is no control over the choice of agencies that are used
- There is no check or control over whether paid-for marketing is necessary, which might lead to unnecessary spending on ineffective advertising and to 'vanity' advertising that is commissioned in order to demonstrate activity
- There is no check over whether any marketing is reaching the right audiences in the right way at the right time
- There is no control over the quality or consistency of agency services, assets and campaigns across the government
- There is no consistent brand in marketing for the States
- There is no professional marketing resource co-ordinating and managing marketing for the States
- There are no economies of scale in the procurement of agency services, and there may be competition between Departments in media buying that leads to higher costs
- There is no overview of the effectiveness of marketing through rigorous evaluation of outcomes against objectives.

**AP38: The commissioning of marketing and agency services should be centralised to a professional, specialist marketing resource, who can advise Departmental clients on whether paid-for marketing is appropriate, which channels to use, against clear outcomes-based objectives, and assure the States brand. Departments and Functions will still hold the budgets for marketing.**

**AP39: Marketing resource should be included in the communications organisational design.**

**AP40: Procurement must do a full audit of agency contracts and call-off arrangements across the States of Jersey to establish current base expenditure and the nature of any contracts.**

**AP41: Procurement and communications should run an invitation-to-tender exercise for agencies for the provision of limited communications and marketing services, on a framework basis, for the whole of the States of Jersey to secure high-quality, value-for-money and transparent agency support.**

**AP42: All marketing must be evaluated against best practice standards to demonstrate return on investment and effective outcomes.**

## **Brand**

The States of Jersey has a formal brand. [Guidelines and a toolkit](#) setting out the use of the States of Jersey logo, colour palettes, photography style and core stationery were updated in 2017 and are available on the intranet.

In addition, [templates for media releases and statements](#), produced by the central communications unit, are also on the intranet, alongside [Editorial Guidelines](#) (last updated in 2006) and [Writing for the Web Guidelines](#) produced by the Digital Delivery Team.

The Digital Delivery Team also produce brand, design and style [guidelines for the ongoing development of the gov.je](#) website.

Most Departments report that they use these core guidelines, although several have highlighted inconsistencies in the application of the standard brand guidelines across the States of Jersey. This is especially noticeable on email signatures which have no default setting or style guide, but it also applies to presentations, graphics and infographics, websites, advertising, social media channels and signage.

In addition, certain Departments use branding distinct from that of the States of Jersey – notably **External Relations and Financial Services**, which use a ‘Government of Jersey’ branding, to assist with communicating with stakeholders outside Jersey who may not understand the terminology ‘States of Jersey’.

The Council of Ministers agreed in 2014 that the Government of Jersey brand could be used for business cards and correspondence by members of the Executive as required, and particularly by the London Office and the Minister for External Relations for use overseas. The heraldry accompanying the title of ‘Government of Jersey’ is agreed by the Garter King of Arms and features in the current Jersey flag.

However, there are no existing brand guidelines for the use of the ‘Government of Jersey’ brand.

**Locate Jersey** also has its own brand, tone of voice, collateral and website, developed in conjunction with an Inward Investment specialist and design agency, and was tested prior to launch on existing, pipeline and potential clients during 2013.

**The Office of the Superintendent Registrar** has a seal of office which was used to commission a logo for all communications, for new signage, a new ink stamp (to match the embossed seal) and business cards in an effort to introduce a departmental brand in 2017.

It should be noted that the issue of branding is contentious politically, legally and among the public of the Island. The States of Jersey name itself derives from the États de Jersey, which refers historically to the States Assembly (the Estates of the Island sat in assembly).

Before 2005, the States Assembly was not only a legislature, but also a government. The executive functions of government were performed by committees which could, subject to statutory exceptions, always be overruled by the States. Committees were served by departments of the States. The 2005 Law abolished committee government. Each Minister is a corporation sole, with political responsibility for the areas of the administration assigned to him or her. Departments of the States, as servants of the committees, have ceased to exist in law. They are now ministerial departments, or Ministries.

Despite this clear legal distinction, confusion continues in the media, public and internally. Government documents refer inconsistently to “the Government” and to “the States”. The media will often report that “the States have decided” when in reality the decision has been made by a Minister. Conversely, States Assembly decisions are often reported as a decision of the Government.

It is argued by some commentators and Ministers that both legally, and for reasons of clarity, the Government of Jersey brand, or a derivative, should be used for all departmental work and that the States of Jersey branding belongs properly to the

Assembly. However, commentators on social media and in the local media dislike the use of the Government of Jersey brand, perceiving it as a dilution of the Island’s unique heritage.

**AP43: Communications should review the brand of the States of Jersey and all guidance, toolkits and templates associated with it.**

**AP44: Communications should enforce the States of Jersey brand in all external and internal communications, to reinforce that we are one Government, unless there are approved exceptions on a case-by-case basis. Arms-length bodies and wholly-owned companies are not subject to the States of Jersey brand.**

**Direct customer communications**

Letters and forms are an important channel of communication to the public as customers. However, as is often the case for governments, these letters and forms are not always easy to understand, are written in technical language or jargon, are over-long, contain too much unnecessary information, do not always highlight calls-to-action, sometimes lack essential information, have inconsistent branding, and lack the human touch and courtesy.

Such transactional correspondence – primarily by Social Security, the Taxes Office, and Health and Social Services – is owned by the operational teams in these Departments. However, there is a role for communications in improving the accessibility, language, tone and ease of understanding of such correspondence, whether in print or electronic.

**AP45: Communications leads in customer-facing service Departments should engage with policy and operational colleagues to improve the quality and ease of use of customer correspondence.**

**6. Review of existing collateral**

Collateral is the physical or digital assets that are created and used in communications. The main collateral that we use is set out in Table 5.

**Table 5 Collateral used by the States of Jersey**

<b>Print</b>	Notices Consultation papers Publications Leaflets and brochures Information sheets Posters and banners Static displays Photography
<b>Digital</b>	Photography Graphics and infographics Audio Video
<b>Direct mail</b>	Mail-outs to the public Letters to customers Leaflets and letters – eg parents of primary school pupils via book bags

Collateral is produced in every Department and Function, often off the side of the desk by willing amateurs, and often procured through external agencies. The States lacks

specialist in-house multimedia design skills, such as the ability to cost-effectively produce video, infographics, banners, leaflets, posters etc. This limits the extent to which we can use creative content to supplement or substitute for the written word, without recourse to external agencies, which is both costly and can be slow to procure.

There is also no central management system for storing the images, videos and audio used to create collateral. Departments store images in a variety of locations. Investment is required for a digital asset management system which can be used by internal staff and external agencies or suppliers.

There is also scant equipment for creating assets in-house. The central communications unit has a stills camera (which also shoots video) and a MacBook Pro with iMovie installed. However, this kit is for domestic, rather than professional use. In fact, when the new CEO did a short video-clip to introduce himself to staff, the staff member shooting him used her own personal camera. Communications staff also don't have access to tools such as Photoshop, Visio or Avid as standard, and there is no standard archiving facility.

Even once video assets have been created, the States does not have the bandwidth on our network to enable their streaming and video viewing is not set up as standard for all staff accessing video.

In recent months internal video streaming technology (media hosted and served within our network, with no external public access) became unsupported and is no longer fit for purpose. A new streaming video service has been selected and is in development. This new delivery mechanism will use IIS Media Services. Once developed, tested and deployed, this will be offered as a service to staff via MyStates and included within ISD's forthcoming Service Catalogue

All major, published corporate publications can be found on gov.je and a new [publications landing page](#) is being developed to simplify the search facility. An overview of publications is at Appendix B. The drafting and editing of these reports tends to sit within the specialist team within the individual Departments; very few are produced by the communications function. There is consistent standards or templates. Some are produced in house and some by external agencies.

Virtually all corporate documents are reproduced online either as PDF or as HTML files.

**AP46: The communications organisation design should include in-house resource for multimedia design, supported by the equipment needed to produce creative content in-house.**

**AP47: ISD should create a central management system for storing digital assets, accessible to communications staff across the States.**

**AP48: ISD should ensure that the new intranet has sufficient bandwidth to accommodate streaming of videos at a sufficient resolution, for this to become a more effective channel for multimedia communication.**

**AP49: Communications should be given the budget to buy cameras, microphones, tripods, laptops and editing software to support the in-house production of good quality, simple videos for internal use, and training in their use.**

## 7. Review of existing processes

### Scheduling announcements

Each Department schedules its own policy announcements, once they know how long it will take to develop, amend and approve the policy and any associated legislation. They then need to lodge the policy or legislation with the States Assembly no later than six weeks before it is due to be debated.

Communication leads generally discuss lodging dates with the central Communications Unit, but target dates often prove difficult to move, especially as policy officials tend to aim to lodge on the six-week deadline. Delays in announcements are also common, which makes them difficult to schedule accurately.

This means that sometimes a number of major policies are announced during the same week as a deadline approaches, or even on the same day – especially towards the end of the year or the end of a term of office, when Ministers want to push through legislation before time runs out.

Officials planning consultations generally contact the central team to check that there are no major consultations planned for the dates that they have earmarked. There is then a discussion about when would be the best date to launch the consultation.

A brief summary of planned government announcements has been collated by the Assistant Director for Communications and Ministerial Support and circulated to communications staff and Ministers most weeks, depending on capacity.

A new communications grid was established in November, and is saved in the SharePoint communications area, showing the major announcements and campaigns – in detail for the coming week and in brief for further ahead.

Communications staff have now been charged with updating the grid with communications plans for each major announcement in their area. This grid will be circulated to communications staff, Chief Officers and Minister each Friday afternoon in time for the Monday hot topics meeting.

### Communications team meetings

Before the Communications Manager took on the management of the FOI team as well as the communications team, the central communications unit held a brief weekly chat about the issues that each person was working on. This was an informal run-through of each person's tasks to get a feel for the week's activities, to be aware of what each member of the team was working on and to plan for the coming weeks.

In November, this **weekly meeting** was formalised and expanded to include all staff who work solely on external and internal communications. Those in CLMH will attend in person, while others can attend in person or by dial-in.

There is a **monthly meeting** of the wider communications community – including officers from the central unit, internal communications, Infrastructure, External Relations, Environment, Education, Social Security, Health, Police and CCA.

These meetings are currently rotated around Departments, and are intended to find out what is coming up in each area over the coming weeks, what communications plans are in

place and how any major announcements fit together. The meeting is optional and the level of attendance varies.

The format has been for each attendee to explain the issues and announcements that are coming up in their area, to discuss communication plans, to agree cross-departmental cooperation and to suggest ideas. The Communications Manager chairs the meeting, records the discussion and associated actions and emails notes to all communications staff.

This meeting has also been formalised and mandated, with a focus on strategic issues and campaigns, a rotating chair, who is responsible for finalising the agenda with the Director of Communications, and a formal record of actions.

### **AP50: Embed the new formal weekly and monthly communications team meetings in the rhythm of communications management.**

#### **Press protocols**

There is no formal States of Jersey written protocol setting out rules, controls and approvals for media engagement across the organisation. There are Departmental protocols, some of which are written and agreed by senior staff, others of which are informal. There is helpful advice on the My States intranet on dealing with and talking to the media, but there is no consistent set of rules that applies across the whole of government.

The central unit provides statements to the media, generally drafted by a communications officer or departmental officer and signed off by the relevant minister. Members of the central unit also provide background information and answer media queries about issues they have been briefed on.

In **Social Security**, it is well-established that all media enquiries go through the communications team. The Minister or Assistant Minister provide statements and interviews for political matters. For operational issues, the Chief Officer, Policy Director or Operations Director will represent the department, depending on the subject matter. All of these statements and interviews are produced in partnership with the Social Security communications and policy teams.

In **Health and Social Services**, all media queries should go through the communications team, who will then either provide a response (signed off by relevant expert) or arrange an interview with the Minister, Chief Officer, consultant or other relevant expert. A draft Media Policy has yet to be ratified, but communications staff ensure that all relevant Health staff and journalists understand the protocol. This system is sometimes bypassed when the media contact hospital consultants directly, or approach 'outlying' areas like the Ambulance Service, Alcohol and Drugs Service or the Crematorium.

In **Education**, a written protocol requires all departmental media queries to go through the Head of Communications, who arranges statements or interviews. Individual head teachers also contact the media with proactive stories about their schools.

The **Environment** Department has a written document – *External Communications Policy and Operational Guidelines* – which contains the department's media protocols. These stipulate that anyone who receives a query from the media should note the name, phone number and organisation, find out the nature of the query, and agree when the caller can expect to receive a return call. They are then asked to inform their line manager and email

[DOECcommunicationsGroup@gov.je](mailto:DOECcommunicationsGroup@gov.je)). This protocol has been agreed to ensure a consistent and accurate approach.

In the **Chief Minister's Department**, media queries are passed to the central communications unit, who liaise with relevant staff/ministers to answer the query and/or arrange interviews if appropriate. This protocol is understood by staff but not written in a document.

All media contact for the **Department for Infrastructure** is handled by the Strategic Planning and Communications Manager, who researches the response and briefs the Minister. The Minister is generally the only person to answer media queries, apart from a few senior directors if the topic warrants technical expertise. The Communications lead answers any queries she is able to. A written protocol sets out how media releases are drafted, approved and issued.

Communications staff in all departments speak to the media about their area when arranging briefings for their departmental initiatives, to arrange interviews with ministers or other spokespeople, and to answer queries from journalists.

Ministers also speak to the media directly. Journalists have many of their mobile phone numbers, which feature in their contact details -

<http://www.statesassembly.gov.je/Pages/MinisterDepartments.aspx>

**AP51: Establish, socialise and embed a formal cross-government protocol for dealing with the press.**

### **Database of media lines**

There is no press lines database that covers all Departments.

There is a database of media lines and briefings held and updated by the central communications unit. They are stored in the relevant files in the communications unit L:drive so that central communications unit staff can access them easily. They are used to check what has been said in the past, when drafting an updated line on a new development. Lines are shared between departments as required.

The **External Relations** department maintains a database of core lines on Brexit, which are updated weekly by two members of the team and circulated among officers. There is an additional set of lines on all other departmental matters. The Brexit lines are circulated to all Chief Officers on a monthly basis, and feature in the briefing document provided to the Chief Minister and External Relations Minister for their Questions Without Notice.

The **Department for Infrastructure** prepares lines for the media as information is requested and shares them via email with the relevant people. These lines are not generally stored.

Communications staff at **Health and Social Services** and the **States of Jersey Police** use the [Vuelio media system](#) to store enquiries, news releases, statements and lines. They share lines and briefings with other departments when an issue merits it.

**Social Security** stores all statements press releases, FOI responses, and briefing notes that are provided to the media in the department's central L:Drive. These are referred to frequently for consistency and are shared with other departments on request.

**Environment** drafts lines for important projects which are then stored in project folders. They are shared when the issue is judged relevant to other ministries, for example the Infrastructure Levy.

The States computer network has developed along departmental lines, so each department's folders are generally accessible only to staff in that department. Permission to access documents in another area of the network can be arranged, but it is not the default position.

**AP52: Establish a common press lines database covering the whole of the States of Jersey in a collaboration folder, accessible to all central and Departmental communications staff, into which States and Departmental key lines are inputted by respective communications staff.**

### **Freedom of Information protocols**

The practice for handing Freedom of Information requests varies between Departments. The central FOI team, which is managed by the head of communications in the Communications Unit, gives guidance, but does not dictate to Departments what their internal process should be for responding, nor does it dictate which staff should be involved with managing responses.

Central guidance says that FOI responses are about providing clear information, and that context should be given where that information could be misinterpreted. But the guidance states that responses are not the place for defending that information. Once a response is complete a Department's communications officers need to be aware that a response is going out, if it is likely to attract public interest. The Minister and officers can then be on hand to talk about it and defend it if necessary.

Final answers are generally signed off by Chief Officers, and often Ministers as well, if the answer has political implications.

For instance – in **Social Security**, the governance team manages the FOI process. The communications team reviews and has input into the answers, and all answers are approved by the Chief Officer.

At the **Department for Infrastructure**, the communications officer is always aware of responses when they are about to go out and has usually contacted any other affected Departments.

In **Education** all responses are signed off by the appropriate member of the Senior Management Team and shared with the Head of Communications on release. All members of SMT are kept up-to-date on all responses and the Ministerial Team are informed should a request be politically sensitive.

At **Treasury and Resources** all responses are signed off at Management Team level and are brought to the attention of the Minister and Chief Officer at the point of providing a response to the central FOI team. For particularly sensitive subject areas the department's comms officer may be contacted once a response has been prepared and before submission. Answers are factual and according to the FOI Law, but care would be taken to prepare the Minister and Chief Officer, advising of the probable date of the response becoming public and providing a briefing and relevant supporting information as appropriate.

The central FOI team sends out the weekly update of new FOI requests to all communications staff so they are aware of requests that might require a discussion with their departmental FOI officer.

Communications should be part of the approvals process for sensitive FOIs which might need media handling, but FOIs are an input into communications, not a central part of communication channels. The FOI team should not be part of communications.

**AP53: The communications organisation design should not include the FOI team within the Communications Function, although there must continue to be close liaison between the teams on sensitive FOIs.**

**AP54: Communications should have a formal role in approving sensitive/reputation-critical FOIs, and a revised process should be put in place to provide for this.**

### **Media monitoring**

There is no States of Jersey media monitoring service for the whole of government, nor a process for collating and sharing the media monitoring that is done across government.

In previous years, the States used an external agency, Meltwater media monitoring, and shared the cost among a number of Departments, However, Meltwater lost a court case against the Newspaper Licensing Association and the cost of its services increased dramatically, so this contract was terminated.

Media monitoring is therefore done through a combination of manual monitoring by individuals in the central unit and in Departments, and some shared access to paid media monitoring services from partners.

The **London Office** has a contract with Kantar media monitoring, primarily for UK national print, broadcast and online media, and it shares the summary headlines with a small number of communications staff and officials. This summary does not include access to the links provided by Kantar, merely information about which media outlets are covering Jersey in their output, with a summary nub about the issue.

Departmental communications staff manually monitor local media, to a greater or lesser degree, checking for stories that are relevant to their area. They then share those stories with senior management and Ministers. This is of particular interest when the Department has just made a major announcement.

For instance, in **Social Security** the communications staff monitor the media and social media every day for anything related to Social Security and share with Social Security managers. They don't use any paid-for services as the breadth of their remit makes the keyword selection extensive, which would make paid-for media monitoring expensive.

The central communications unit has set up a number of Google alerts to monitor national media. Central communications staff monitor the Facebook and Twitter feeds run by the States of Jersey, local media, and the main lobbying feeds. Those staff then answer queries, correct errors and alert relevant staff and Ministers when an issue is building on Facebook or when queries require extra information in order to provide accurate responses.

However, this work is only done comprehensively on the two days a week that the part-time social media officer is working. On other days the rest of the staff try to keep across

the major issues, depending on their workload. This is not sustainable: social media is a live channel, which cannot be managed effectively on a part-time basis.

Any significant stakeholder comments will generally feature in the local media and will be picked up by media monitoring. For instance, if the Chamber of Commerce or the Institute of Directors comment on government policy, it will merit a story in the Jersey Evening Post and/or Bailiwick Express.

Arms-length organisations also do their own media monitoring:

- **Ports of Jersey** has used Meltwater in the past, but now does its own media monitoring in-house, as part of their daily procedures.
- **Jersey Financial Services Commission** monitors local and national media internally using Google alerts and Tweet deck.
- **Jersey Finance** uses [Radian6](#) to monitor social media and Cicero to monitor traditional media. Cicero monitoring results are shared with a small number of communications staff and financial services officials.
- The **Jersey Development Company** uses an external agency for PR, which also monitors traditional media coverage. Another local agency that manages its social media also provides software which JDC's office manager uses for social media monitoring.
- **Visit Jersey** monitors media coverage in France, Germany and the UK using Gorkana. This includes daily media clippings informed by a cutting brief, which excludes particular terms, and monthly score cards, which evaluates proactive and organic coverage for Jersey in the UK and proactive coverage only in France and Germany. The coverage is evaluated against brand tone, key messages and calls to action, and then reported in a monthly score card, created in-house by the Head of Insights and Research.
- **Jersey Sport** has recently employed a marketing officer, who is establishing a new role for the organisation. Media monitoring is done on an ad-hoc basis at the moment, but there are plans to introduce it as part of a marketing and communications strategy in 2018.
- **Andium Homes** staff monitor media using Google Alerts and by reading traditional and online media output.

Media monitoring in the States, therefore, is incomplete, ad hoc, duplicative of effort, and reliant on people finding the time to do it. There is also no standardised evaluation of media, for the purposes of checking reputation, overall sentiment and use of key messages. The result is that there is no complete roundup of States media coverage and no common view of how the States is performing in the media.

**AP55: Establish a business case for States-wide media monitoring and evaluation.**

### **Evaluation**

No formal communications evaluation framework is operated across government. Individual Departments apply differing evaluation standards, which are not necessarily consistent across Departmental projects.

The Social Security Department does have in place comprehensive measurement criteria against which communication activity can be measured; the department also sets communications objectives for individual projects.

Departments that do have agreed evaluation metrics for their projects use those focused primarily on outputs and outtakes, rather than outcomes or organisational impact. The reported methods of evaluation currently used across government projects include:

#### Outputs

- Reach of message – emails
- Number of surveys distributed
- Website hits
- Number of media articles/ interviews
- Email open and click rates

#### Outtakes

- Change in sentiment in local media articles and/or editorial
- Advocacy for/ sharing of social media campaigns
- Positive commentary/action by States Members
- Surveys completed/ consultation responses
- Sign-up rates (for Direct Debit and other initiatives)
- Increased footfall in departments
- Increased telephone calls
- Raising awareness of message/campaign
- Event attendance
- Social media shares/retweets
- Delegate feedback

#### Outcomes

- Response rates for surveys
- Key indicator shifts – such as debt collection or response times
- Behaviour change – such as move from paper to digital channels

Evaluation of communications activity is primarily shared among the specific project team, or Departmental management team. Thus is done through discussion, post-event debrief or noted in the project closure document.

There is no effective mechanism for sharing evaluation of tools or project success/learning points across government.

Several departments have positively identified the need for benchmarking and evaluation tools that can be used across government.

**AP56: Adopt, apply and embed best-practice evaluation standards for communications, such as established by the Government Communications Service in the UK and the Association for the Measurement and Evaluation of Communication.**

## 8. Review of existing structures, capacity and capability

### Current communications structure

There is currently no formal communications function in the States of Jersey, and no full record of who does communications.

Instead, there is a very small central unit handling external communications for the Chief Minister's Department, Treasury and other Departments on request; a small unit of temporary staff handling internal communications, predominantly for HR; and a number of individuals and small teams across functions and Departments, which have grown organically over time in response to demand.

A summary of the current known resource, which is likely to be incomplete, is in Table 6.

**Table 6: Current communications resource in the States**

Department (Function)	Number	Perm FTE	Temp FTE
Communications Unit – Chief Minister's Department	5	3.4	0.5
Internal Communications (HR)	3	-	2.6
Web Content (ISD)	6	2.9	2.0
ISD	1	-	0.2
e-Government	1	0.2	
Treasury and Resources	-	-	-
Taxes Office	1	-	1.0
External Relations	1	-	1.0
Health and Social Services	2	1.9	-
Education	1	0.8	-
Careers Jersey	1	0.8	-
Social Security ( <i>including two vacancies</i> )	6	1.0	5.0
Economic Development, Tourism, Sport and Culture	1	1.0	-
Locate Jersey	1	1.0	-
Infrastructure	2	1.1	-
Future Hospital project	1	-	0.6
Community and Constitutional Affairs	1	0.6	-
Environment	1	0.6	-
Eco-active	2	0.6	
<b>Total</b>	<b>37</b>	<b>15.9</b>	<b>12.9</b>

Several things are clear from this table:

- Communications headcount (37) is more than adequate, but the full-time-equivalence (28.8) is too low. The lower FTE is a result both of part-time working among some communications staff, and of communications only being a part of some people's jobs. In one instance, communications accounts for just half a day a week of someone's time.
- Communications resource is spread much too thinly across government. There is minimal central resource and, with one notable exception, scant resource in departments. The biggest resource disparity is between Treasury, which has no direct

communications support, and Social Security, which has four – and is proposing to recruit two more.

- Just over half of the resource that we currently have is permanent, and just under half is made up of a range of temporary, fixed-term and agency contracts. This represents a substantial risk to sustainable long-term capacity and an ongoing risk of capability loss. The biggest current risks are in Internal Communications, where the three staff are all on temporary contracts, and recruited with PSR funding, and Social Security, where the four staff are also on temporary contracts. It could also come at a higher cost than for equivalent permanent employees.

There is also communications resource outside the States of Jersey, among wholly-owned government companies, arms-length bodies and agencies that are part-funded by the States.

This is an unsustainable model. No Department has the capacity to use the full range of communications channels to reach its audiences, while the central resource is insufficient to provide media and internal communications support to all functions and departments.

Therefore, in every part of the States of Jersey there is a capacity gap, leading to a communications gap, where choices have to be made as to what communications can be carried out with the available resource, and what will be omitted.

While the proliferation of ad hoc appointments across the government has occurred, with the best intentions, to fill the urgent gaps left by a substantially under-resourced centre, it is not the right approach. Instead, a sustainable structure is needed that is sufficiently resourced to meet the needs of departments to reach all their audiences through all appropriate channels, but is organised so as to secure economies of scale and efficiencies through centralised specialist services on which all departments can draw.

### **Current communications grading**

Currently, communications staff in the States of Jersey range in grade from 6 to 14. The current grade distribution is:

<b>Grade</b>	<b>Number</b>
14	1
13	1
12	3
11	4
10	14
9	7
8	3
7	2
6	1
5	1

The grade distribution appears to be the outcome of individual appointments by functions and Departments, rather than the result of a systematic comparative evaluation of communications roles against professional communications competencies.

For instance, the lead communications posts in Departments range from grades 9 to 13. While this might reflect the experience of the incumbents, this is not necessarily the case,

and the size and influence of their roles do not appear to be consistently reflected in their grades.

### **Current capability**

In the short time available, it has not been possible to carry out an exhaustive audit of capability among all communications staff. However, during the period of the audit it has been possible to make some general observations.

The majority of communications staff in key roles are professional communicators with strong backgrounds and qualifications in journalism, media and marketing, in print and broadcast news, in private-sector companies, and in government. There is strength in depth, which is reassuring.

The States of Jersey appears to benefit from the limited opportunities for communications professionals in the media and the private sector. It has therefore been able to attract high-calibre individuals with strong experience, possibly through a combination of above-average pay and working practices that are more amenable to family life.

There is a wide range of communication, marketing and digital skills across the organisation with many staff having attended the following internally organised courses:

- **Using social media** – Helen Reynolds, Director of Social for the People – c.30 communications staff and awareness sessions for Ministers and senior managers
- **Getting the best out of social media** – Louise Rowlands – for c.20 communications staff and session for Ministers and assistant ministers
- **Speech writing training** – for 30 communications and policy staff
- **Social media for consultation** – Consultation Institute – c.20 communications and other staff
- **Diploma in web content** – Contented online course (all communications unit and some web editors)
- **Consultation training** – focus groups, deliberative events, citizens' jury (c.20 communications staff and officials)
- **Advance speech writing training** – Parli-training
- **Writing for the customer** – All web editors and majority of communications staff.

The Communications Unit used to provide training for staff in media interviews and dealing with the media. This ended when the unit's staffing was reduced and they no longer had the capacity.

There has been some training in digital marketing and social media but there are clear gaps in these areas and desire for more training as social media continues to rapidly change – in particular analytics for measuring and evaluating campaign success and multi-media design skills such as videography and infographics.

One member of staff has a qualification from the Chartered Institute for Public Relations, several staff have journalism qualifications, and some have attended courses through and are qualified through the Chartered Institute of Marketing. There is a feeling among some communications leads that their Departments would not fund this training and that staff can't afford to pay for it themselves.

**AP57: Establish a communications professionalism programme to raise the general level of communications standards, especially in campaigns planning, evaluation and digital skills.**

**AP58: Secure sufficient budget to fund professional training and qualifications for communications staff to broaden and deepen their skills, with a priority in areas where the States is currently weak and buys in resource or services.**

**AP59: Identify critical skills gaps and succession risks and recruit externally if necessary to fill those gaps.**

## **9. Review of existing budgets**

Save for the Social Security Department, no other government Department, including the central communications function, operates a dedicated communications budget.

All other Departments report that communications activities are budgeted on a project-by-project basis, and funds are sourced from operational budget or project-specific budget as appropriate.

Further in-depth analysis would be required to understand the average percentage of budget allocated from Departmental projects to communications activities.

It should be noted that for Locate Jersey, which operates as an arms-length body for the purposes of promoting the Island as a resident jurisdiction for UHNW individuals, communication activities represent about 60% of total annual spend.

Project-related budgets (including the communications spend) were shown to be owned at a senior officer or Chief Officer level across Departments, not controlled by the communications officer or manager responsible for the particular Department.

The failure to implement dedicated Departmental communications budgets indicates that communications functions, and related spending, are not prioritised at a Departmental management level and are not a consideration in annual business planning.

While communications may be considered essential to the success of individual projects, funding is not in place for business-as-usual stakeholder engagement, the reinforcement of core messages and building of Departmental reputation.

A review of all individual project budgets across government, and subsequent splitting out communications activity, would be required to understand the total annual spend by the States of Jersey on communications on an annual basis.

**AP60: The Director of Communications will establish the level of budget needed to resource an effective Communications Function from 2018 – covering payroll, capital equipment, services, and learning and development – through the communications organisation design. Treasury must then allocate the appropriate budget to the Director of Communications.**

## 10. Conclusions

In conclusion, the audit revealed considerable weaknesses in the current structure, organisational model, accountabilities, processes, practices and ways of working in communications that are limiting its effectiveness in supporting and promoting the work of government.

Many of these issues arise through the weaknesses in the structure of government itself, although there is clearly insufficient recognition of the importance of communications, which means that communications has been starved of attention, resource, influence and respect.

A modern government needs a modern, effective and influential communications function to enable it to engage fully with its internal and external audiences, including through the insights that communications brings of audiences into decision making.

This audit, conducted over three intense weeks, provides extensive evidence of what's wrong, but it also provides clarity about what to do about it. The 60 Action Points (collated below for reference) set out what must be done. Work on some of those actions has already begun, and the framework for the remainder will be established in the States of Jersey Communications Strategy and the Communications Organisation Design.

## **Summary of Action Points**

**AP1: Develop a unified Communications Strategy for the States of Jersey, to be approved by CMB.**

**AP2: Develop a unified 2018 Communications Plan for the States of Jersey that includes all the priority activities of Departments and Functions for the year ahead, to be approved by CMB.**

**AP3: Develop a unified Internal Communications (and engagement) plan for the States of Jersey, to be approved by CMB.**

**AP4: Develop a common campaign plan approach for projects.**

**AP5: Develop a stakeholder map for the whole of the States of Jersey, including a breakdown of both stakeholder and Department/Function contacts and lead relationships.**

**AP6: Develop a regular stakeholder communication channel for sharing news and information with stakeholders as a group.**

**AP7: Identify and procure a suitable online platform for branded stakeholder communications (and possibly the management of stakeholder lists).**

**AP8: Establish a regular rhythm of States-wide internal communications as part of an Internal Communications Plan; Departments should establish their own rhythm of communication to staff in tandem.**

**AP9: Establish internal visibility plans for the CEO and senior leaders, to create opportunities for better engagement between leaders and staff.**

**AP10: Ensure that internal communication is automatically factored into all external announcements, in order to improve the flow of news about the States' activities to staff.**

**AP11: Establish a single intranet for the whole of the States of Jersey and close legacy Departmental intranets. Establish a business case for the project, which considers both product and cost.**

**AP12: Develop the intranet to allow for personalisation (to enable information to be pushed to subsets of the entire workforce – such as by Department and team) and for feedback (such as through a comments facility on news).**

**AP13: Establish a corporate identity for the intranet which is aligned to the States of Jersey brand.**

**AP14: Establish a clear, standard process for ensuring that Departmental data is kept up-to-date.**

**AP15: Internal Communications must establish the intranet as the primary source of news, and use email only sparingly as a news channel.**

**AP16: Internal Communications should establish a regular bulletin for staff which summarises key news, issues and things they need to know from the intranet, with links to the stories and detail.**

**AP17: Internal Communications should establish guidelines for the use and governance of the internal communications online platform.**

**AP18: ISD should review the process to update the active email directory to ensure staff lists and group email addresses are current and appropriate.**

**AP19: Internal Communications should review the use of newsletters by Departments and Functions and see how content can be consolidated into the intranet as the main channel for live news and updates.**

**AP20: Internal Communications should review the use of Chief Officer Circulars as part of the internal communications plan.**

**AP21: If retained, Internal Communications should establish a process for tracking and evaluating the use of Chief Officer Circulars and establish feedback loops.**

**AP22: Establish a uniform style of email signatures/footers and apply them throughout the organisation, to reinforce the brand of the States of Jersey and the professionalism of the people within it.**

**AP23: Internal Communications should review the sign-off process for lock-screen messages, delegating approval to the Director of Communications or the Head of Internal Communications, and circulate and consistently apply the guidelines.**

**AP24: Internal Communications should do an audit of noticeboards across the States of Jersey, to establish where they are, and whether there are areas which do not have noticeboards. All Departments and Functions with noticeboards in their buildings must nominate staff members to keep the noticeboards up to date.**

**AP25: HR must implement a single, States-wide annual employee survey, backed by shorter temperature-check surveys during the year, and cease all other Department-based employee surveys.**

**AP26: Internal Communications should develop a communications plan for publicising the new survey and encouraging take-up and completion by employees.**

**AP27: Internal Communications should establish guidelines for the use and governance of the online survey tool for seeking feedback from employees (or a subset of employees) on specific issues during the year.**

**AP28: The look and feel of gov.je should be reviewed to ensure that its functionality is matched with an attractive look and feel and a consistent States of Jersey brand.**

**AP29: Departmental landing pages should follow a common template to have a consistent look and feel.**

**AP30: All existing campaign microsites should be brought into gov.je and no new external sites should be created by any Department, Function, campaign or project.**

**AP31: The Digital Delivery Team and Communications should review the range of government websites and produce a timetabled plan for bringing them all within gov.je and propose any legitimate sites for exemption (such as the States Assembly website).**

**AP32: The communications OD should establish a professional press office with the capacity and capability to serve the needs of all Departments and Function and be a reliable and trusted partner to the media.**

**AP33: The press office should run a cross-government media planning grid, into which all Departments, Functions and projects feed, in order to co-ordinate and sequence the timing of media activities.**

**AP34:** Departmental communications leads, working in partnership with press office, should establish a pipeline of proactive, positive stories about what the government is doing, including lighter, media-friendly stories based on data ('top tens', for instance).

**AP35:** The Digital Delivery Team and Communications should review the range of social media accounts held by the States of Jersey, Departments, Functions, projects and campaigns and produce a timetabled plan for culling the majority of accounts, to concentrate audiences in a corporate accounts.

**AP36:** The Digital Delivery Team and Communications should develop a plan for growing and retaining followership of the States of Jersey on our core social media channels, to make it easier to reach more of our audiences.

**AP37:** External social media should be opened up to States employees on States PCs, and this should be communicated alongside clear guidelines on appropriate social media use in worktime and on work devices.

**AP38:** The commissioning of marketing and agency services should be centralised to a professional, specialist marketing resource, who can advise Departmental clients on whether paid-for marketing is appropriate, which channels to use, against clear outcomes-based objectives, and assure the States brand. Departments and Functions will still hold the budgets for marketing.

**AP39:** Marketing resource should be included in the communications organisational design.

**AP40:** Procurement must do a full audit of agency contracts and call-off arrangements across the States of Jersey to establish current base expenditure and the nature of any contracts.

**AP41:** Procurement and communications should run an invitation-to-tender exercise for agencies for the provision of limited communications and marketing services, on a framework basis, for the whole of the States of Jersey (and for arms-length States companies and agencies if this is lawful) to secure high-quality, value-for-money and transparent agency support.

**AP42:** All marketing must be evaluated against best practice standards to demonstrate return on investment and effective outcomes.

**AP43:** Communications should review the brand of the States of Jersey and all guidance, toolkits and templates associated with it.

**AP44:** Communications should enforce the States of Jersey brand in all external and internal communications, to reinforce that we are one Government, unless there are approved exceptions on a case-by-case basis. Arms-length bodies and wholly-owned companies are not subject to the States of Jersey brand.

**AP45:** Communications leads in customer-facing service Departments should engage with policy and operational colleagues to improve the quality and ease of use of customer correspondence.

**AP46:** The communications organisation design should include in-house resource for multimedia design, supported by the equipment needed to produce creative content in-house.

**AP47:** ISD should create a central management system for storing digital assets, accessible to communications staff across the States.

**AP48:** ISD should ensure that the new intranet has sufficient bandwidth to accommodate streaming of videos at a sufficient resolution, for this to become a more effective channel for multimedia communication.

**AP49:** Communications should be given the budget to buy cameras, microphones, tripods, laptops and editing software to support the in-house production of good-quality, simple videos for internal use, and training in their use.

**AP50:** Embed the new formal weekly and monthly communications team meetings in the rhythm of communications management.

**AP51:** Establish, socialise and embed a formal cross-government protocol for dealing with the press.

**AP52:** Establish a common press lines database covering the whole of the States of Jersey in a collaboration folder, accessible to all central and Departmental communications staff, into which States and Departmental key lines are inputted by respective communications staff.

**AP53:** The communications organisation design should not include the FOI team within the Communications Function, although there must continue to be close liaison between the teams on sensitive FOIs.

**AP54:** Communications should have a formal role in approving sensitive/reputation-critical FOIs, and a revised process should be put in place to provide for this.

**AP55:** Establish a business case for States-wide media monitoring and evaluation.

**AP56:** Adopt, apply and embed best-practice evaluation standards for communications, such as established by the Government Communications Service in the UK and the Association for the Measurement and Evaluation of Communication.

**AP57:** Establish a communications professionalism programme to raise the general level of communications standards, especially in campaigns planning, evaluation and digital skills.

**AP58:** Secure sufficient budget to fund professional training and qualifications for communications staff to broaden and deepen their skills, with a priority in areas where the States is currently weak and buys in resource or services.

**AP59:** Identify critical skills gaps and succession risks and recruit externally if necessary to fill those gaps.

**AP60:** The Director of Communications will establish the level of budget needed to resource an effective Communications Function from 2018 – covering payroll, capital equipment, services, and learning and development – through the communications organisation design. Treasury must then allocate the appropriate budget to the Director of Communications.

# 11. Appendix A

Agency	CCA	CMD	Digital	EDTSC	Educa.	Environ.	Ext.Rel	Health	Infra.	Internal	Locate	Skills	SocSec	T&R
<b>Design</b>														
Advertising International														
Freedom Media														
Holeshot Signs														
iPop														
Lab 06														
Mallet Crane														
Mantra														
PBS Creative														
STS Graphics														
Style														
The Observatory														
The Partnership														
The Potting Shed														
The Refinery														
UBA Studio														
<b>Events</b>														
3D														
4Insight														
Delta														
Resilience Matters														
Sara Felton														

<b>Marketing</b>													
Echo													
Marketing Bureau													
Signtech													
Stansfield Signs													
<b>Media Buying</b>													
Allied Media													
<b>Media Monitoring</b>													
Kantar													
<b>PR</b>													
Crystal													
Echo													
Mallinson PR													
Marcoms													
Orchid													
<b>Printing</b>													
Bigwoods													
Huggler Print													
<b>Website</b>													
Blue Llama													
C5 Alliance													
Prosperity													
Switch													
Webreality													

## 12. Appendix B Overview of publications by Department

Department	Publication
Chief Minister's	Cyber Security Strategy Jersey Appointments Commission Annual Report States of Jersey Security Policy Framework Digital Policy Framework
Statistics Unit	Labour Market Report Retail Price Index Immunisation Statistics Report Mortality Statistics Report Premature mortality report Business Tendency Survey Report Measuring Jersey's Economy: GVA & GDP Jersey Index of Average Earnings House Price Index Report Survey of Financial Institutions, GVA & productivity Jersey Resident Population Estimate
Population Office	QTR Population Office Figures
HR	Changing States Internal Emails
CCA	Disability Strategy for Jersey
Prison	Annual Report
Office of Medical Officer of Health	Disease Projections Jersey Abortion Statistics Jersey Child Measurement Programme Channel Islands Cancer Registration Report 2017 <ul style="list-style-type: none"> <li>• Other corporate strategy documents such as food/nutrition and tobacco strategy</li> </ul>
Education	Jersey Skills Strategy Schools, Pupils and their Characteristics Pupil Attendance and Absence Report Education Business Plan Update A-Level and equivalent results in Jersey GCSE and equivalent results In Jersey Education Teacher's Survey Various handbooks e.g. for school review, the Jersey curriculum and the Teacher's Survey Information leaflets for parents especially about SEN/inclusion services Publications for Careers Jersey & Trackers
EDTSC	Fit for the Future Annual Report Rural Economy Strategy 2017 to 2021 Sport Report
Environment	Department of the Environment 2017 Business Plan Air Quality Monitoring Jersey Sea Level and Coastal Conditions Climate Review Viability Assessment for Jersey Infrastructure Levy
External Relations	Brexit Residents Survey Report
Infrastructure	La Collette water quality annual review Environmental Impact Assessments and Statements

Health	HSSD Business Plan Jersey HSSD Informatics Strategy Jersey HSSD Integrated Care Report programme review Mental Health Quality Report Acute Service Strategy Report 'Monday Message' – internal emails
ISD	States of Jersey Security Policy
Social Security	Social Security Annual Report Social Security Strategic Aims and Business Plan Health & Safety at Work Inspectorate Annual Report Consultation documents Leaflets and information sheets
Taxes Office & Treasury	JTSF Annual Accounts States of Jersey Financial Report and Accounts Review of Personal Tax Draft Budget Statements