

**Communications
Strategy and Plan 2019**

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1. Foreword

The 2019 Government Communications Strategy and Plan sets out the purpose, role and strategic objectives of communications for the Government of Jersey. It details the activities that we will collectively undertake as a communications profession this year, to support the delivery of Ministerial priorities and programmes and to help the Government to achieve its objectives in delivering the wide range of day-to-day public services for islanders.

It is an integrated communications strategy for One Government, covering the whole of the Government – all departments and all parts of the corporate centre – to reach all of our internal and external audiences across all communications channels.

The 2019 Communications Strategy and Plan takes account of the priorities of the new Government, which were set out in the Common Strategic Policy, which was unanimously endorsed by the States Assembly in December 2018, and it will evolve in response to the Government Plan and to emerging issues, such as Brexit.

It also covers all of the vast areas of public services which are delivered every day for islanders – in health, social services, children's services, education, skills training, transport, economic development, sports, housing, planning, public protection, law enforcement, emergency services, social security, employment support, regulation, taxes, local services, property management, environmental protection, external relations and digital and financial services.

It supports the promotion of policy, the transparency of performance, and the range of internal activities that underpin public services, such as Finance, procurement, HR and IT, and the two-way communication and engagement with 100,000 islanders and 6,700 public servants.

The **Communications Strategy** details the core purpose of government communications and the ways in which it can support the delivery of government objectives. It identifies the six strategic objectives for communications, towards which all our activities across government are aiming.

It summarises the priorities for action to transform our communications into a modern, professional operation that is fit for purpose for the needs of a modern government. It identifies and segments our internal and external audiences. And it sets out the channels that we use and the activities we undertake in each channel, to provide insight into how we can reach those audiences and receive feedback from them.

The **Communications Plan 2019** provides granular detail about the wide range of strategic and routine communications activities to support Ministerial priorities and the delivery of public services, grouped by the six strategic objectives. It also details the standards that the communications profession will adopt and abide by, and the commitments we make as to our ways of working.

In its totality, this strategy and plan establishes communications as a critical contributor to the Government of Jersey's performance and a central defender and promoter of its reputation, while spearheading the drive to create One Government through its co-ordinated and collaborative ways of working, underpinned by a new structure.

2. Who we are and what we do

The core purpose of the communications strategy and team is simple: it is to use the right communications channels to reach the right audiences with the right messages at the right time, in order to support the delivery of the Government's vision, Ministerial priorities and programmes, and the effective operation of the wide range of public services.

Communications structure

The Communications Directorate is part of the Office of the Chief Executive, and is led by a Director of Communications, who reports to the Chief Executive. It brings together communications professionals from both corporate and departmental teams in a unified structure. It is based on a 'hub and spoke' model, where three central teams provide services and support to Heads of Communications in government departments.

Departmental Heads of Communications focus on strategy, advice and support to Ministers and senior officials, while the central teams focus on communications delivery through the channels that they manage, using their specialist professional expertise.

Departmental Heads of Communications

Each of the seven customer-facing government departments has an embedded Head of Communications, providing communication expertise and contributing strategic advice, challenge, insight, planning and support for their Ministers, Director General, senior leaders and policy and operational colleagues.

They are responsible for devising and leading communications campaigns and activities to support departmental objectives, horizon scanning for risks and opportunities, commissioning communications products and delivery from the three central teams, writing major speeches, bringing the voice of audiences into decision-making and ensuring that the work of their department is widely understood.

They work closely with Ministers and senior officials, central communications teams, other departmental communications heads and external stakeholders.

Media and Stakeholder Relations

This team leads media and stakeholder channels on behalf of government. They deal with Jersey and international print, online and broadcast journalists, and also ensure that we keep our external stakeholders informed.

Working closely with Ministers, senior officials and departmental communications colleagues, they are responsible for planning and co-ordinating all external government communications, so we are joined up and proactive in informing the public, as well as flexible and responsive in dealing with live issues as they arise.

They manage much of the government's social media on news and stakeholder issues, monitor news and issues, and horizon scan for future issues and risks. They work closely with departmental Heads of Communications on day-to-day delivery, and with the other central teams on internal and external campaigns.

Marketing, Digital and Design

This team leads on our social media presence (Facebook, Twitter, YouTube, LinkedIn, Instagram), helps to develop our internal and external digital channels (intranet and internet), champions our visual identity and brand, creates engaging graphic design, and manages marketing campaigns, whether no-cost, low-cost or paid-for. It also enables two-way communication and monitors feedback via social media.

The team is responsible for delivering products and campaigns in-house – as graphic designers, marketing specialists and social media experts. Where we still need to buy in digital communications, design and marketing services, this team is responsible for commissioning and overseeing it to secure the best value for money. They work closely with central teams, departmental communications colleagues and client teams as an in-house agency.

Internal and Change Communications

This team leads our internal channels to our 6,700 colleagues, supporting government-wide and departmental communications. They manage the rhythm of communications about the issues that affect staff, ensuring that colleagues are informed and can engage with the work of government and the changes that affect them.

They are responsible for developing and implementing the internal communications, engagement and visibility strategy for the CEO and other senior leaders, and for developing and updating the strategic narrative of the organisation.

They work closely with senior officials and departmental communications colleagues, and partner with the Chief Operating Officer's senior team, to provide strategic communications advice and support to critical functions, including the HR and IT teams.

The role of communications

There are eight key areas where communication plays a significant role in supporting Ministerial priorities and initiatives and the effective delivery of public services. These are based on the core purpose of communications to inform, educate and persuade:

- Raising awareness of government policies, projects, services and benefits so the public is properly informed about what the government is doing on its behalf (eg Brexit planning, or action to improve Children's Services) and how to access and benefit from services (eg social security support or healthcare)
- Influencing attitudes and behaviours to benefit the individual and the wider public (eg behaviour change campaigns to promote health and wellbeing, or drink-driving and speed campaigns)
- Supporting the effective operation of public services (eg encouraging people to submit their tax returns on time or switch to online services)
- Informing, supporting and reassuring the public in times of crisis (eg a pandemic flu outbreak)
- Enhancing the reputation of the government at home and of Jersey abroad (eg promoting government transparency, or promoting trade, tourism and culture)
- Meeting statutory or legal requirements to provide public information (eg consultations)
- Using audience insight and feedback to inform effective policy and operational decision-making
- Informing staff about anything that affects them, and supporting the organisation to engage and support staff through change.

What determines our priorities

What we work on depends both on supporting Ministerial priorities and initiatives, and serving the day-to-day needs of the extensive range of public services for islanders.

For the next four years, Ministerial priorities have been identified in the Council of Ministers' Common Strategic Priorities as:

- **We will put children first** by protecting and supporting children, improving their educational outcomes and involving and engaging children in decisions that affect their everyday lives.
- **We will improve islanders' wellbeing and mental and physical health** by supporting islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.
- **We will create a sustainable, vibrant economy and skilled local workforce for the future** by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration.
- **We will reduce income inequality and improve the standard of living** by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.
- **We will protect and value our environment** by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity.

In addition, the Common Strategic Policy also committed the government to continuing to make progress on the following four initiatives:

- a new long-term strategic framework that extends beyond the term of a Council of Ministers
- a States Assembly and Council of Ministers that work together for the common good
- a modern, innovative public sector that meets the needs of islanders effectively and efficiently
- a sustainable long-term fiscal framework and public finances to make better use of our public assets.

During the year, we will need to adjust our activities in response to any new Ministerial initiatives that emerge, to fast-changing issues such as Brexit, and to detailed programme of government activity that will be outlined in the Government Plan. Our communications priorities, therefore, will change in line with the changing priorities and programmes of the government.

Internally, within the Communications Directorate, we also have a set of parallel professional, organisational, process and capability priorities, which are determined by the 60 action points identified in the Communications Audit and Report in November 2017. At the time of publication, half of those actions were already complete and the remaining actions will be completed during 2019.

3. Strategic communications objectives

To support Ministerial priorities set out in the Common Strategic Policy and the upcoming Government Plan, and the effective delivery of Jersey's public services, we have identified six strategic communications objectives that guide our internal organisation of activities.

	What we will do	How we will do it
1	Improve the customer experience by improving how the government communicates with islanders, by raising awareness and understanding of services and how to access them.	Use customer insights in designing and implementing campaigns; partner with policy, operational and project teams in reviewing existing – and creating new – direct and digital customer communications.
2	Support the transformation and culture change of the public service and help colleagues, managers and leaders to understand and positively engage with those changes.	Create a regular rhythm of honest, adult-adult employee communications through effective internal channels, to inform and engage leaders, managers and staff with culture change and transformation, keep them informed about what the government is doing, and help to support morale and engagement.
3	Support the public service in becoming One Government , with an identity that islanders can recognise and engage with.	Plan, develop and implement joined-up communications to internal and external audiences that demonstrate that the public service is becoming One Government.
4	Improve the reputation of the public service among islanders and local stakeholders as a competent, effective and financially-responsible government, thereby helping to secure support for its decisions and actions.	Proactively communicate the policies, activities and services carried out by the government; engage with audiences on issues of concern to them; inform them in a timely and co-ordinated way about decisions, actions and changes; be honest in recognising problems or failures; and use engaging and accessible content to communicate with islanders.
5	Support and defend the reputation of Jersey and the Government of Jersey internationally , thereby securing support from governments, governmental organisations, international regulatory bodies, inward-investing businesses and international stakeholders for Jersey's position as a responsible and compliant jurisdiction.	Proactively communicate the policies, activities and actions taken by Jersey, especially in financial regulation and transparency, among international audiences, with particular emphasis on the UK and EU governments and media; secure third-party support and advocacy among influential stakeholders; and promote the many facets of the island's economy and culture.
6	Influence audiences to take appropriate, timely and compliant actions as required, or encouraged, by the government.	Use audience insights to create integrated communications campaigns using behaviour-change techniques.

In pursuing these objectives, we will adopt a co-ordinated, campaigns-based approach to communications, grouping activities in departments and divisions by strategic theme, thereby constantly reinforcing our core government messaging, our brand and identity as a government.

We will tailor our campaigns to key audiences, using the most appropriate, engaging and cost-effective channels and activities (see Appendix 1).

We will evaluate our campaigns, using best practice communications methods (see Appendix 2).

We have also set ourselves an objective as the communications profession to raise the level of our professional capability, processes and practices, in order to secure appropriate respect, authority and influence for Communications internally and recognition externally. This is set out in the Communications Profession Standards document (Appendix 3).

4. Communications Plan 2019

This is a One Government communications plan for the Government of Jersey for 2019.

It covers communications by the government's corporate centre, corporate functions and departments, with all of our internal and external audiences and across all channels – print, broadcast, digital, social media, direct-to-customer, stakeholder and internal.

It covers Ministerial priorities and initiatives and the extensive range of activities carried out every day by the government to provide public services to islanders.

It is organised by the six themes set out on page 6, which is how we collate and organise our multiple activities within the Communications Directorate.

We develop specific action plans to manage each priority issue and/or communications channel and actively work with central functions and departments to reduce the potential negative impacts of operational and reputational issues.

For each significant campaign or activity, we develop an outcomes-focused integrated communications plan, which details the objectives, audiences, strategy, implementation and evaluation of the communications.

We also follow standard approaches for business-as-usual communications in and by the government, and will ensure that the quality and effectiveness of day-to-day communications are continually improved.

And we use channels that support two-way communication with islanders and with our employees, in order to provide the opportunity to learn from our audiences, as well as communicate to them.

This is a live plan, which we will update periodically.

Objective 1: Improve the customer experience

We will improve the customer experience by improving how the government communicates with islanders, by raising awareness and understanding of services and how to access them.

We will do this by using customer insights in designing and implementing customer-facing campaigns and by partnering with policy, operational areas and project teams in reviewing existing and creating new direct and digital customer communications.

The following communications activities will support this objective:

Office of the Chief Executive

We will provide critical information about the impact of **Brexit** on the island, and publicise any changes being made to local services as a result of the altered relationship between the United Kingdom and European Union.

We will ensure that EU nationals living and working in the island are informed about the **Jersey EU Settlement scheme**, in their native language, ensuring they can protect their rights post-Brexit.

Chief Operating Office

We will promote and drive sign-up to the new **digital identity service** for Jersey residents and any new online services on the **one.gov.je** website, to promote customer channel shift to digital self-serve.

We will **drive islanders to the gov.je** website, as the single source of information for government services. We will continue to improve the design, content, usability, findability, functionality and performance of the **gov.je** website, to improve how citizens engage online with the government.

Treasury and Exchequer

We will run a series of campaigns throughout the year to increase public knowledge of how **government funds are managed, spent and allocated**.

We will raise public awareness of the **range of online tax help and support** available for people completing their income tax return and for answering common queries.

We will proactively promote to tax agents, businesses and customers the new **online service for income tax filing** for individuals, ahead of its launch, to help them to prepare for it and to promote its uptake as an alternative to paper tax return filing.

We will promote and launch the significant **changes we are making to personal tax and the tax treatment of married women**.

We will translate complex and technical information into clear and simple supporting **infographics/summary documents** to improve public understanding of finance and tax.

We will support in the delivery of the end-of-year accounts '**Faster Close**,' by ensuring that customer are receiving more timely information and we will deliver a proactive campaign promoting the improvements to this process.

Health and Community Services

We will promote understanding of **the new model for public health care**, including self-care, primary care, women and children's care, secondary and tertiary care.

We will continue to promote the **Jersey Online Directory**, to raise awareness of information, services and support available to islanders relating to health, wellbeing and social services.

Where appropriate, we will market our **Jersey Private Patient Services**, so islanders know that they can benefit from tailored care, closer to home.

We will continue to work in **partnership with charities** and other organisations and publicise such joint working through our channels.

We will do all we can to **answer feedback** from patients – especially complaints – in a timely manner.

Customer and Local Services

We will promote '**one front door**' to customers with campaign peaks when more customer services move to La Motte Street during the year.

We will promote **new digital services** as they become available, helping customers to understand how to access online services 24/7.

We will work with the team delivering **Digital ID** to communicate the benefits to customers around key service roll-outs, allowing customers to take control of their own profiles.

We will lead the communication about how the government collects and responds to **customer feedback and complaints** across all departments.

We will communicate how we're grouping services around **key life events**, wherever possible, to make life easier for the customer.

We will significantly reduce the number of entries in the **JT Directory**, making it easier for customers to navigate, and reducing costs to government.

We will improve our direct and indirect customer communications by **rewriting letters, forms and customer guidance** to help customers to understand how to access services and what is expected of them.

We will communicate **changes to the customer service centre** at La Motte Street to help customers have a better experience of interacting with government.

We will work with colleagues across the government to agree and communicate a set of government-wide **customer service standards**.

We will develop **proactive campaigns** in response to customer feedback and changes in services.

We will communicate our enhanced '**Local Services**' delivered by government departments and working with partners.

We will raise public awareness of **benefits** available to specific customer groups, such as Pension Plus, to make it easier for customers to access the help they need.

If required, following Brexit, we will communicate with customers who may need additional help to ensure they know how to access relevant support.

Children, Young People, Education and Skills

We will lead on the communication of a new **Children's Plan** for Jersey and raise awareness of the main priorities of the new plan and what it means for children, young people and families.

We will plan and implement wider campaigns across the island to **promote the Pledge to Children and Young People** that all Ministers and senior leaders have signed.

We will promote the work of the **Policy Development Board for Early Years**, which will focus on the period from conception to the age of five years old achieving the 'best start' possible in life.

We will communicate the proposed development of a **Children and Young People Parliament** and show how we are truly listening to children, giving feedback and demonstrating how we are acting on what they tell us.

We will inform the public of **Early Help services**, so that problems experienced by children and families do not escalate to crisis.

We will communicate our learning from the Independent Jersey Care Inquiry, and promote the **Children First practice model** to improve our services for children.

We will support the **Children's Services workforce strategy** and recruitment campaign. We will communicate the **redesign of an integrated Child and Adolescent Mental Health Service (CAMHS)** so islanders understand the service and know how and when to access the service.

We will run campaigns throughout the year to promote **fostering and adoption** services.

We will promote the **mental health and wellbeing of children and young people** as a critical priority and raise awareness of the help that is available.

We will promote the services of the **Jersey Youth Service**.

We will promote the work of **Skills Jersey** and its events so that islanders can understand more about the services they offer and how to access them.

We will promote what services are available to parents and families through the **Triple P support services** and other means of assistance.

We will keep the public informed of any **news that affects our schools and students** including building projects in schools.

We will publish a **Joint Strategic Needs Assessment**, which identifies priority areas for policy and service development.

We will **promote the education journey** and the pathways through to higher education, Highlands College and University College Jersey.

We will promote the **family-friendly employment** and wellbeing practices across the department.

Growth, Housing and Environment

We will raise awareness and understanding of **minimum standards for rented homes**, to help landlords prepare for the introduction of a new Health and Safety (Rented Dwellings) Law and to ensure that tenants know about it.

We will conduct **customer satisfaction surveys** and use feedback to improve services where appropriate.

We will inform people about changes to modernise **our planning process**, by introducing the ability to submit planning applications online.

We will continue to promote the **Eat Safe scheme**, to ensure that people have access to information about kitchen standards when eating out.

We will **promote arts, cultural and sporting events** at venues across Jersey, to ensure that islanders are aware of how to book and get involved in the wide range that are available.

We will work with local media to publicise the work of Trading Standards in **protecting consumer rights** and publicise any urgent recall notices that might expose locals to risk.

We will promote our work to **support arms-length organisations** which deliver core consumer, arts, cultural, sports, heritage or tourism services, to highlight opportunities for visitors and locals alike.

We will promote **Love Jersey** and other online services, such as **Pay by Phone**, which enable people to use our services, and report problems, quickly and easily.

We will engage with affected people directly, in ways they choose, about the process and progress of building a **new hospital**.

We will keep people informed about the process and progress of plans for other **major infrastructure projects** – such as Les Quennervais School, and the new government offices.

Strategic Policy, Performance and Population

We will publish and publicise **performance data** showing how public services are operating, against our own standards and international benchmarks.

Justice and Home Affairs

We will publicise how we are **using technology more effectively to modernise** our processes of communication and interviewing across the

prison and Police, with the support of and in conjunction with the courts. This will enhance the experience of users and reduce the inconvenience to users, families and those throughout the criminal justice system.

Objective 2: Transformation and culture change

We will support the transformation and culture change of the public service and help colleagues, managers and leaders to understand and positively engage with those changes.

We will do this by creating a regular rhythm of honest, adult-adult employee communications through effective internal channels, to inform and engage leaders, managers and staff with culture change and transformation, keep them informed about what the government is doing, and help to support morale and engagement.

The following communications activities will support this objective:

Office of the Chief Executive

We will support the **process of organisational change**, both government-wide and within departments, by explaining to staff any changes to the structure, operations and services that affect them, and engaging them positively in those changes.

We will support the **office modernisation programme**, by explaining plans for teams to move offices and helping them to prepare to adopt new ways of working in those offices.

We will support the CEO and senior leaders to **engage with the wider workforce about the vision for Team Jersey**, and the transformation and culture change needed to deliver it.

We will launch new **Meet the Chiefs** events, widening the CEO's internal engagement to involve DGs in large Q&A forums.

We will continue to develop the **rhythm of leadership engagement** through internal channels and events, including the Senior Leaders Group and Senior Managers Group events and communications.

We will continue to develop the **rhythm of staff engagement** through internal channels and events, and support the **Team Jersey** culture change programme.

We will **promote our values**, to embed them as part of the Team Jersey culture and behaviour change.

We will promote awareness of and participation in the **government-wide employee survey** and pulse surveys, and the actions being taken that arise from the results.

Chief Operating Office

We will plan and implement internal campaigns to support the introduction of major **changes in internal IT**, such as the new intranet, and the restructuring of the department, which will deliver a more focused and effective service.

We will plan and implement internal campaigns to support the introduction and development of **new staff HR systems**, such as MyView.

We will promote awareness of and participation in **employee surveys** and the actions being taken that arise from the results.

We will publicise the new “**My Conversation: My Goals**” employee appraisal system.

We will support People Services by delivering **routine employee communications**, including about pay, learning and development, wellbeing, security awareness, competencies and induction.

We will support People Services by delivering campaigns and routine communications to **launch new people policies and embed behavioural change** – such as to address bullying and harassment and whistleblowing.

We will support DGs and People Services with the **review of terms and conditions**, ensuring that colleagues understand any proposals.

Children, Young People, Education and Skills

We will support a **change in public sector culture**, by ensuring that genuine value is placed on children’s experiences and that we truly listen, give feedback and, as appropriate, act upon what they tell us.

We will help to support the transformation of the new department via **internal engagement events**, and explain changes to the structure and engage staff throughout the process through efficient and effective internal communications.

We will plan and implement **internal campaigns** to support the restructuring of the department and keep staff updated through regular internal bulletins.

We will work to **change perceptions** among teaching and other school staff who, in a staff survey, said that they feel undervalued and ‘separate from the rest of the public service’.

Health and Community Services

We will support a **change in public sector culture** by clearly explaining new ways of working to our colleagues and how this in turn will help ensure a better experience for our patients, clients and customers.

Treasury and Exchequer

We will support the department through a period of **transformation** via a series of internal campaigns, explaining to staff any changes to the structure, operations and services that affect them, and engaging them positively in those changes.

Strategic Policy, Performance and Population

We will publish and publicise the **Transition Plan and Government Plan**, which provide strategic and financial framework underpinning and enabling the modernisation and functioning of the public service.

Customer and Local Services

We will support the department through the **change process** through clear, regular communication to help colleagues to understand and embrace any changes to the way we deliver services.

Objective 3: One Government

We will support the public service in becoming One Government with an identity islanders can engage with.

We will do this by planning, developing and implementing joined-up, integrated communications to internal and external audiences that demonstrate that the public service is becoming One Government.

The following communications activities will support this objective:

Office of the Chief Executive

We will **rationalise our internal channels** and products used across the government, in order to reverse the fragmentation and departmentalisation of communication.

We will **proactively promote the work of government** to all staff through the intranet and other internal channels, so they are informed about new initiatives and engaged by what colleagues are doing across government to serve citizens.

We will promote the **government-wide employee survey** as a One Government feedback initiative.

We will **proactively promote States Assembly news** to all staff, through the intranet and other internal channels, so they hear quickly of decisions taken by the Assembly that affect the work of government.

We will **investigate and test** alternative digital means of communicating with islanders who are not on social media, so that we are able to communicate initiatives the government is working on to as many islanders as possible, as cost effectively as possible.

We will keep the public and staff informed about the co-ordinated work that the government is doing around **Brexit**, to increase their understanding of the practical impacts on Jersey, share the latest developments from the negotiations, and explain how the government is working to meet challenges and benefit from opportunities presented by Brexit.

We will update the **gov.je presence of External Relations** to provide a clearer explanation of the role and interaction between the government, the Jersey London Office, the Channel Islands Brussels Office and the Bureau des Îles Anglo Normandes.

Chief Operating Office

We will launch and encourage islanders to use **one.gov.je**, a single website platform where customers can access online services for themselves from both the government and parishes.

We will collaborate with Modernisation and Digital to improve the structure, layout, and ease-of-use of the **gov.je website** to ensure pages and content are relevant and useful to islanders.

We will partner with Modernisation and Digital to deliver a new, **single intranet homepage** across all government.

Treasury and Exchequer

We will design, draft and publish **corporate reports** that tell the story of government performance to all island audiences.

We will promote the **improvements to financial accountability**, investment appraisal and the long-term financial framework, to improve the reputation of the government for financial management.

Customer and Local Services

We will promote the wide range of customer services available through '**one front door**'.

We will lead the communication about how the government collects and responds to **customer feedback and complaints** across all departments.

We will communicate how we're grouping services around **key life events**, wherever possible, to make life easier for customers.

We will significantly reduce the number of entries in the **JT Directory**, making it easier for customers to navigate, and reducing costs to government.

We will work with colleagues across the public service to agree and communicate a set of government-wide **customer service standards**.

We will communicate our enhanced '**Local Services**', working with other government departments and external partners to make life easier for customers.

Strategic Policy, Performance and Population

We will raise awareness and understanding of the **government's strategic priorities**, as set out in the Common Strategic Policy.

We will promote the new **Government Plan** by the new Council of Ministers, to raise awareness and understanding of the four-year programme for government.

We will promote awareness of and reporting on **Future Jersey**, which represents the long-term aspirations of islanders across ten strategic outcomes and 58 indicators.

We will publicise and explain **changes to the legal structure and financial accountability** in the public service as an important element of enabling departments to work together as One Government.

Health and Community Services

We will raise awareness of the **electronic patient record**, informing islanders how it brings their medical records together in one place for access by all health services.

Children, Young People, Education and Skills

We will promote the **Pledge to Children and Young People** as a One Government campaign.

We will work to change perceptions among schools who, in a staff survey, said that they feel 'separate from the rest of the public service', by **reinforcing our common identity**, so that they feel part of One Government.

We will design an **internal communications strategy** for CYPES which aligns with the strategic objectives of One Government.

Growth, Housing and Environment

We will raise awareness of a new service to submit **online planning applications** as a further step towards a digital government for Jersey.

We will explain the work of government departments to help Jersey adapt to **climate change**.

We will publicise work across government to **regenerate our town** and continue to listen to islanders' wishes for a Future St Helier.

We will publicise the **new vehicle registration system** that will make administration easier when buying, selling or maintaining vehicles.

We will promote new island-wide **culture and retail strategies**, ensuring that they reflect cross-departmental responsibilities and interests and show an integrated approach.

We will promote the **Active Jersey strategy**, setting out a 20-year vision of how cross-department sport and physical activity can improve the health, educational and community lives of local people.

Justice and Home Affairs

We will publicise the **creation and operation of a Combined Control Room** for emergency services, to ensure a joined-up and coordinated response to emergency calls.

Objective 4: The reputation of the public service

We will improve the reputation of the public service among islanders and local stakeholders as a competent, effective and financially-responsible government, thereby helping to secure support for its decisions and actions.

We will do this by proactively promoting the policies, activities and public services carried out by the government; engaging with audiences on issues of concern to them; informing them in a timely and co-ordinated way about decisions, actions and changes; being honest in recognising problems or failures; and using engaging and accessible content to communicate with islanders.

The following communications activities will support this objective:

Office of the Chief Executive

We will run high-quality, effective and value-for-money **information campaigns** via media, social media and marketing, with in-house planning, graphic design and campaign management, to engage with islanders about the work of government.

We will map our **relationships with all stakeholder groups** and improve them through open, honest and timely communications.

In partnership with Strategic Policy, Performance and Population, we will publicise **government performance** through regular digital publications, to raise awareness and understanding of what the government does to serve the interests of islanders, and promote transparency and open data as core principles.

We will promote and explain all **new legislative proposals and strategies** in a way the public can engage with, to show what the government is doing in their interests, such as on major issues like migration, data protection, criminal justice and equal marriage.

We will **investigate and test** alternative digital means of communicating with islanders who are not on social media, so that we are able to communicate initiatives the government is working on to as many islanders as possible, as cost effectively as possible.

We will work with policy colleagues to standardise and improve the **process for consultation** to promote more transparent public engagement on policy initiatives.

We will build a more effective **government presence on social media** to reach targeted audiences with our messages via engaging multimedia content.

We will support our international engagement with the **EU Code of Conduct Group** on Business Taxation during the implementation of economic substance legislation.

We will implement the **Ready for Brexit** public engagement campaign, to complement the final phase of Brexit negotiations, via social media, video and public workshops, to provide an ongoing dialogue with the public on Brexit preparations, including for a Day 1 No Deal.

Chief Operating Office

We will publicise our **digital ID, one.gov.je and digital services** to demonstrate that the government is modern, forward-looking and focused on delivering better services.

Treasury and Exchequer

We will support the design, drafting and publishing of **corporate financial reports**, including the Annual Report and Accounts, to provide performance information to the public in a way they can engage with and which publicises what has been achieved.

We will **publicise Revenue Jersey** and its services, and explain how this improves services for the public.

We will promote a public dialogue about the **value of the tax system**, and demystify how it is calculated and collected.

We will promote **changes to penalties under Jersey tax law** to ensure that taxpayers are aware of the consequences of non-compliance with their legal obligations.

We will publicise the changes that businesses will need to make to benefit from the new **tax software system**, by engaging proactively with them via representative organisations. We will build public trust in our competency and professionalism by publishing and promoting **quarterly progress updates** against Revenue Jersey customer service improvement targets.

Justice and Home Affairs

We will promote awareness of the prevention, response, interventions and emergency planning by **frontline safety services** – Fire and Rescue, Customs, Prison and Police – to inform people about how their safety is being protected and reassure them in times of crisis and emergency.

We will promote public understanding and awareness of **divorce reform**.

We will promote understanding of the **Regulation of Care Law** and engage stakeholders in a conversation about the new fees to pay for the regulation of care.

Health and Community Services

We will publicise the introduction of a **public and patient advisory group**, to give the public, charities and voluntary organisations more of a voice in the decision-making process in health and social services.

We will publicise, where appropriate, the **outcomes of service improvement reviews** that we undertake.

We will build on the work undertaken in the 2018 response to the Comptroller and Auditor General around **improving our governance**, including the publication of a “Governance Handbook” and share this with colleagues and other stakeholders as appropriate.

We will promote an updated **Mental Health Strategy** for Jersey.

We will publicise our **partnership with charities**, where appropriate, to offer islanders the best quality and variety of services.

We will be **open and transparent about our waiting times** for appointments within HCS by publishing them monthly on gov.je and explaining them when asked.

We will let the public know about any **new procedures or services** we are able to carry out which exemplify modern practice, so islanders know Jersey is forward thinking in terms of health and social care practices.

Customer and Local Services

We will introduce the second phase of **family friendly employment legislation**, if approved by States Members, and will publicise and promote these changes to individuals and organisations so they understand their rights and obligations.

We will deliver a campaign to raise awareness of the range of **services offered by the Library** that are available free to islanders.

We will communicate ahead of **service moves to La Motte Street**, to ensure there is a smooth transition for customers.

We will lead the communication about how the government collects and responds to **customer feedback and complaints** across all departments.

We will significantly reduce the number of entries in the **JT Directory**, making it easier for customers to navigate, and reducing costs to government.

We will improve our direct and indirect customer communications by **rewriting letters, forms and customer guidance** to help customers to understand how to access services and what is expected of them.

We will work with colleagues across the public service to agree and communicate a set of **government-wide customer service standards**.

We will develop **proactive campaigns** in response to customer feedback and changes in services.

We will communicate our enhanced '**Local Services**' delivered by government departments and working with partners.

We will communicate any changes arising from the ongoing review of the **Social Security contributory scheme**, which will ensure the scheme is sustainable, secure and relevant to modern islanders.

Children, Young People, Education and Skills

We will keep the public informed of progress in implementing the eight main **recommendations of the Independent Jersey Care Inquiry** report, to show that they are being acted on as promised, including the legacy of Haut de la Garenne and the establishment of a memorial.

We will **publish changes to the governance of children's services** arising from the implementation of the recommendations of the Independent Jersey Care Inquiry.

We will publish updates on progress on the **Children's Services Improvement Plan**.

We will support the launch of a new **Children's Plan for Jersey** which will promote the island as the best place for children and young people to grow up.

We will show what work is being done to **narrow education attainment gaps**.

We will **explain all major decisions** – including nursery education funding, social worker recruitment school standards and teacher pay negotiations – to parents, teachers and other stakeholders, with sufficient time for stakeholder engagement and discussion.

Growth, Housing and Environment

We will keep people informed about the **progress of major infrastructure projects**, including a new hospital for Jersey.

We will publicise progress on work to improve Jersey's **air and water quality**.

We will keep islanders informed about changes to the way government supports the **rural economy** to balance economic productivity with environmental stewardship, through the Rural Economy Strategy 2017-2021.

We will promote awareness of the public benefit of the legislation which has brought Jersey into line with current good practice in the provision of **food and accommodation**.

We will promote a new **St Helier Master Plan**.

We will explain the government's work to prepare for **climate change**, including the impact on our built and natural environments and preparation for extreme weather events.

We will promote our high-quality, 24-hour, year-round **meteorological service** to keep people informed about the weather.

We will highlight relevant laws surrounding importing, caring for and travelling with **pets or livestock**.

We will publish information about **planning and building applications** and outcomes in accordance with Island Plan policies.

We will promote public engagement in the development of the **new Island Plan**, beginning with consultation over the **SW St Helier Framework**.

We will promote **public consultations** to engage people in projects proposed for their neighbourhood, such as road safety improvements.

We will inform people in advance about **roadworks and transport disruption** arising from roads and drainage improvements and other maintenance.

We will keep the public informed about the process and progress of **demolition of the swimming pool at Fort Regent**, and the steps put in place to minimise disruption to local people and traffic.

We will inform the public about any proposed changes to the use of **Fort Regent** and explain any implications.

We will **promote new facilities** when they are completed.

We will engage with the **sports and activities community** about the government's future role and investment options.

We will launch and publicise a **Retail Development Strategy**.

We will support the development of the **Economic Framework** by publicising its relevance and importance to the island.

We will publish a new **Cultural Strategy** and communicate the quality of the culture, arts and heritage offer in Jersey.

We will publicise the consumer benefits arising from the **consumer protection law**.

Objective 5: The reputation of Jersey internationally

We will support and defend the reputation of Jersey and the Government of Jersey internationally, thereby securing support from governments, governmental organisations, inward-investing businesses and international stakeholders for Jersey's position as a responsible and compliant jurisdiction.

We will do this by proactively promoting the policies, activities and actions taken by Jersey, especially in financial regulation and transparency, among international audiences, with particular emphasis on the UK and EU governments and media; and by securing third-party support and advocacy among influential stakeholders.

The following communications activities will support this objective:

Office of the Chief Executive

We will support the Chief Minister and External Relations Minister in **promoting Jersey abroad**, by proactively engaging with international media and stakeholder groups to promote the island's economy, finance and other sectors, our regulatory framework and our culture.

We will publicise and promote the support that Jersey provides internationally through its **Overseas Aid** programme.

We will work with all departments to seek opportunities to **promote Jersey performance indicators and standards** in international comparisons, especially with the UK, such as on health and wellbeing, educational attainment and environmental measures.

We will publicise **innovation in digital services** among specialist international media, where Jersey is a test bed or first mover for new software and systems.

We will work in close **partnership with local organisations**, such as Jersey Finance and Digital Jersey, in promoting Jersey to international audiences, via the media and events.

We will support **Ministerial engagement with UK Parliamentarians**, through communications and events, to ensure that Jersey's constitutional position, financial services industry, and rigorous regulatory regime are well understood within all UK parliamentary parties.

We will launch the **Global Jersey** campaign, in partnership with arms-length bodies, to demonstrate and promote Jersey's growing international profile, trade and investment opportunities.

We will support the development of post-Brexit international relationships as part of the **Global Markets Strategy** in target markets (China, Africa, India, UAE and USA). Through proactive communications and events, and supporting Ministerial visits, we will develop Jersey's visibility and relationships with decision-makers in these countries, to help secure greater business and political co-operation, leading to more jobs and growth.

We will support the **EU Engagement Strategy** (Tier 1 and Tier 2 countries) by providing communications and events support to build closer relationships with influencers and policy-makers, ensuring that Jersey's constitutional position is understood, and building sustainable relationships with EU stakeholders to mitigate any negative effects of Jersey not being represented by the UK post-Brexit.

We will support and promote the work of the **Channel Islands Public Services Board**, demonstrating the value of joint working with Guernsey, to support ongoing co-operation between the two islands' public administrations, and to find and support new partnership opportunities to improve our public services and reduce costs to taxpayers.

We will **promote the benefits of international joint working** with other Crown Dependencies, Normandy and Brittany.

Justice and Home Affairs

We will raise awareness of the role that **Jersey Customs and Immigration Control** will play in implementing the Common Travel Area during the Brexit process and enforcing the island's tough immigration controls.

Health and Community Services

We will promote **health recruitment campaigns** to attract qualified healthcare professionals to work in health and social services.

We will promote the benefits of our working **relationship with Guernsey** regarding the provision of health and social care services, in order to share services, if and as appropriate, so as to offer the best care and value for money.

Children, Young People, Education and Skills

We will continue **to promote our focus on the care, protection, safeguarding, education and whole life** chances of children and young people that will support our aim that Jersey becomes the best place for children and young people to grow up.

We will promote plans to incorporate the **United Nations Convention on the Rights of the Child** (UNCRC). This will include a programme of training and guidance on the Convention for practitioners working with children and families.

We will **promote** the benefits of school-to-school links with other jurisdictions.

We will promote the **Corporate Parenting** and legislative changes and policy framework, which proposes that every Minister and public service employee will have statutory responsibility to act for a cared-for child in the same way that a good parent would act for their own child.

We will support Skills Jersey in **promoting the island abroad** as a great place to work and live, to attract both businesses and skilled employees.

Growth, Housing and Environment

We will publicise our work on the **Granville Bay Treaty**, which will drive progress for island fishermen while maintaining French and inter-island relationships.

We will evolve key messages and channels to promote **inward investment**.

We will work with international businesses, intermediaries and Jersey-based High Net Worth individuals, in order to promote **the benefits of investing in Jersey**.

Customer and Local Services

We will communicate the benefits of living in Jersey and the relocation support package available to individuals considering moving to work in Jersey through the **Welcome to Jersey** project.

Objective 6: Influence audiences to take action

We will influence audiences to take appropriate, timely and compliant actions as required, or encouraged, by the government.

We will do this by using audience insights to create integrated communications campaigns using behaviour-change techniques.

The following communications activities will support this objective:

Office of the Chief Executive

We will substantially **increase the government's social media followers** as a means to having a more personal, conversational, open and transparent dialogue.

We will relaunch and promote the **Jersey in the UK** diaspora network, in partnership with the Jersey London Office, to encourage islanders living in London and UK regional centres to engage with the government and the development of policies that may affect them in future (should they return to Jersey).

Treasury and Exchequer

We will run a campaign to promote changes in the **new Finance Law** that affect islanders.

We will run a proactive campaign informing the public of the **tax assessment and billing deadlines**, using transparent messages, to assist and encourage them to manage their tax affairs compliantly and on time.

We will promote **changes to penalties under Jersey tax law** to encourage non-compliant taxpayers to change their behaviour and comply with their legal obligations.

We will **support the debt team** with a redesign of debt policies, procedures and communications to modernise their practices and improve their effectiveness.

We will run a campaign to encourage the public to **shift their tax payments** from a year in arrears to paying in the month that the income is earned.

Justice and Home Affairs

We will run **safety message campaigns**, such as on smoke alarm testing and fire prevention, to promote preventative actions by the public to protect themselves from harm.

We will run **behaviour change campaigns** to influence attitudes and actions by individuals which will benefit both them and the wider public, including:

- Get Safe Online monthly campaigns
- Traffic Focus weeks in March, June and October – looking at speeding, drink driving, mobile phone use, defective vehicles and red light jumpers
- #SittingRightWithYou Domestic Abuse campaign for a week in April
- Hate Crime Campaign in May/June
- Christmas Drink-Drive Campaign in December.

We will remind islanders to **renew their passports** in good time, especially before the summer holidays and Christmas.

Health and Community Services

We will promote a wide range of **preventative health programmes and campaigns** to improve the health of islanders, including immunisation and vaccination; a shingles vaccine for people born in 1949; cervical cancer screening; smoking cessation; bowel and breast cancer awareness; and antibiotic resistance awareness.

We will promote **health recruitment campaigns** to attract qualified healthcare professionals to Jersey.

In an **emergency** (such as an epidemic), we will provide up-to-date, timely, accurate information to islanders, to ensure that harm to the population is minimised.

We will continue to develop opportunities for people to be involved in planning for a **new hospital**.

Customer and Local Services

We will help islanders to aim for and achieve **financial independence**, through the structure, design, implementation and communication of our benefits and services.

We will improve our direct and indirect customer communications by **rewriting letters, forms and customer guidance** to help customers to understand how and when to take action to access benefits and to comply with the law.

We will deliver a campaign to help the public and suppliers understand the legal process of **getting married** and the lead times required to arrange a marriage.

Children, Young People, Education and Skills

We will run campaigns throughout the year to **promote fostering and adoption**, to increase the number of potential new carers and parents with whom we can place children and young people.

We will run awareness campaigns with targeted messaging to break down the barriers that prevent people from **reporting suspected child abuse and neglect**.

We will inform parents about **school operational issues**, such as school applications deadlines, appeals and school temporary closures, to enable them to meet deadlines and make any necessary arrangements for their children.

We will publish updates on progress on the **Children's Services Improvement Plan**, and regularly show how we are improving the overall quality of care for our most vulnerable children, while building capacity and capability in foster care services and robust support for young people leaving care.

We will support Educational Welfare Officers to **promote the importance of school attendance** and the consequences for children and parents of persistent unauthorised absence.

We will inform parents about the **Triple P Parenting Programme**.

We will raise awareness of the help available to promote the **mental health and wellbeing of children and young people**.

We will raise awareness of any **new laws and policy changes** to enable people to take the appropriate required actions such as the new bullying and harassment and whistleblowing policies.

Growth, Housing and Environment

We will run public campaigns to **reduce energy use**, as part of ongoing work on Pathway 2050 to deliver a sustainable energy plan for Jersey.

We will help people to understand and appreciate Jersey's **built and natural environment** through good practice at work and home, such as the Eco Active and #wildaboutjersey campaigns, and to limit the impact of invasive species.

We will run **recycling awareness campaigns** throughout the year, to inform the public about what they can recycle and where and encourage an increase in recycling.

We will raise awareness of any **new laws and policy changes** to enable people to take the appropriate required actions.

Appendix 1: Audiences, channels and activities

The government serves the following audiences:



Given the wide range of issues about which the government wishes to communicate, and the multiplicity of audiences, Communications identifies the right way to reach the right audience with the right messages.

Not all communications activities through every channel will necessarily be directly owned and delivered by Communications. Many will be owned and delivered by Communications, some will be overseen or supported by Communications, and some will be the responsibility of policy and operational teams to deliver, using the brand, tone of voice and writing guidelines of the government.

There is a comprehensive matrix of possibilities, but our main channels and activities for communicating are:

Channel	Activity	
	Internal audiences	External audiences
Face-to-face	One-to-one meetings Team meetings Briefings Drop-ins Group meetings Workshops 'Town Hall' meetings Exhibitions Leader/manager/all-staff events	Face-to-face service provision One-to-one meetings Group meetings Large events Media briefings
Phone		Customer inbound/outbound calls Recorded messages Interactive voice recognition
Direct	Mail-outs to staff at home Desk drops	Mail-outs to the public Forms and letters to customers Customer information leaflets Leaflets and letters
Digital	Single public service intranet <ul style="list-style-type: none"> • Workforce announcements • News and features about government activities • Project-related news • People-related news and features • Alerts and reminders • Promotion of information that will help staff to do their jobs • Leaders' blogs Emails Email signatures Newsletters Lock-screen messages SharePoint collaboration sites TV screens – entrances/internal Video Blogs	Single public service website <ul style="list-style-type: none"> • Design, drafting, editing and publishing of content for gov.je • Promotion of information that will inform the public • Webcasting • Online forms • Customer self-service website Multimedia content creation Apps eg LoveJersey Screens in public areas Customer emails Digital advertising Blogs
Social media	Internal social media	Social media – Twitter, Facebook, LinkedIn, Instagram, YouTube Monitoring/responding to social media comment/discussions, questions/complaints Social media advertising

Channel	Activity	
	Internal audiences	External audiences
Media	Publish news internally as well as externally	<u>Proactive</u> Media notices Detailed lines to take and Q&As Face-to-face press briefings/conferences/launches Phone briefings Background briefings Articles Quotes and statements Interviews Posting comment online Print advertising <u>Reactive</u> Detailed lines to take and Q&As Rebuttals and confirmations Quotes and statements Interviews Letters to the editor Corrections Posting rebuttal/comment online
Print and collateral	Notices Posters and banners Static displays Flyers and handouts Letters Corporate publications Photography Graphics Animation Infographics	Notices Posters and banners Static displays Flyers and handouts Consultation papers Corporate publications Information sheets Signage Surveys
In-house design	Logos Colour palettes Fonts Styles Templates	Asset creation – digital, video, audio, print, out-of-home Identifying where and when to place Media buying Partnership (third party) marketing Logos Colour palettes Fonts Styles Templates
Other	Engagement surveys Recognition awards Idea generation portals	Public feedback channels Stakeholder events and exhibitions Consultations

Appendix 2: Evaluating communications

Like all other areas of the public service, Communications will establish key performance indicators (KPIs) against which its effectiveness can be assessed.

We will measure and evaluate the performance of communications in two ways:

- **by channel** (eg media, social media, marketing, intranet, polling) in order to assess the impact on understanding, attitude, trust, advocacy and perceptions
- **by campaign or activity** against the specific business objectives and outcomes that the campaign or activity seeks to achieve.

We will adopt international best practice in communications measurement and evaluation, in line with the UK Government Communications Service’s [Evaluation Framework 2.0](#), namely that we will measure:

Objectives	Of the organisation, department or project
Inputs	The insights and resources needed
Outputs	The communications activity carried out and the volume and reach of the activity
Outtakes	The reactions and response of the target audiences to the activity
Outcomes	The effect of the communications on the target audience in understanding, attitude, trust, advocacy and behaviours/actions
Impacts	The effect of the activity on the organisation, department or project in meeting the objectives.

Appendix 3: Communications profession standards

In order to deliver the Government Communications Strategy and Plan set out in this document, the Communications Directorate will raise the level of our professional capability, processes and practices by working to a set of common standards for communications practice, professional development and ethics.

Our Communications Profession Standards

The UK Government Communications Service (GCS) has established a framework of standards, with guidelines, models, tools and templates, which has been adopted for the 4,000 UK communicators in national and local government and agencies, as well as by government partners internationally. Jersey's public service will therefore adopt and adapt this set of standards for our own circumstances.

Skills: The [GCS competency framework](#) sets the standard for individual proficiency, by grade. Communicators should demonstrate their ability to frame campaigns using insight, apply creative ideas, and swiftly implement and assess the impact of their work. The framework is used in appraisals, professional development and recruitment.

Campaigns: For rigorous and systematic campaign development, communicators should follow the [OASIS campaigns framework](#), and make selective use of other GCS [campaign planning tools](#) where required.

Evaluation: Communicators should use the [GCS Evaluation Framework 2.0](#) for every campaign, to improve performance and to take responsibility for defining, recording and demonstrating the outputs, outtakes, outcomes and impacts of their work. They should also make use of the free online [interactive evaluation tool](#) created by the Association for the Measurement and Evaluation of Communications.

Digital: Communicators should be confident in all aspects of digital marketing, using it to: gain insight into audiences; develop the best ideas; implement plans; and provide maximum impact.

Staff engagement: A modern internal communications function acts as a strategic partner to enable change and support engagement. GCS standards are set out in [Internal Communications Excellence](#).

Leadership: Communicators are leaders in their profession and have a responsibility to advise, challenge and to represent the voices of our audiences with decision makers.

Ethics: Communicators will seek to achieve the highest standards of behaviour, as well as professional practice and leadership. This means, at minimum, they will observe the values of integrity, honesty, impartiality and objectivity and abide by the government's [Code of Conduct](#).

Professional Development: All communicators should continually work to improve their skills, completing and sharing with their colleagues at least two pieces of professional development each year. They should pay particular attention to the skills of social media marketing, content creation, building alliances and handling and interpreting data.

Communicators should also register for associate membership of the UK [Government Communications Service](#), where free resources are available to support skills development and best practice for government communicators.

Our professionalism commitments

We make the following commitments as to our professionalism and ways of working:

- ✓ We are committed to the pursuit of excellence. We will adopt professional standards and processes; appoint/recruit professional communicators to communications roles; and provide development that supports the highest standards of professionalism in communications.
- ✓ We will communicate effectively with the public, our colleagues and our stakeholders, and help them to understand the positive contribution that communications make to the achievement of their objectives and to the reputation of the government.
- ✓ We will use colleague, customer and stakeholder insight to understand the attitudes, behaviours and needs of our internal and external audiences.
- ✓ Our communications will reflect our understanding of customers and will help to deliver sustainable change in their behaviour, in line with our business objectives.
- ✓ We will be proactive in identifying and managing risks and issues that affect the government's reputation.
- ✓ We will respond quickly and decisively to crisis situations.
- ✓ We will work in true partnership across the organisation, sharing information and expertise freely to help our colleagues to succeed.
- ✓ We will offer advice to Ministers and colleagues on the reputational impact of policy and operational decisions and demonstrate the contribution that communications can make to service delivery, reputation and engagement.
- ✓ Our communications will be consistent and integrated across all channels.
- ✓ We will communicate clearly and concisely, avoiding jargon and inconsistency, in tones that are helpful, informative, accessible and engaging to all our audiences.
- ✓ We will develop innovative and creative communications that meet the needs of all our stakeholders, are based on evidence and result in behavioural change.
- ✓ We will take every opportunity to reinforce our key messages through clear drafting and repetition, and, to ensure that they are seen as credible, we will reflect both our aspiration and the current reality.
- ✓ We will actively promote the development and delivery of appropriate and cost-effective communications channels.

- ✓ We will measure and evaluate our performance against specific targets and outcomes, using best practice techniques, in order to assess the effectiveness of communications and its contribution to meeting public service performance measures.
- ✓ We will build the capability of all communications professionals, through a programme of learning and development activities that are delivered in-house, cross-government and externally, and which include professional body membership where appropriate, qualifications, skills training, leadership development and coaching.
- ✓ We will partner with professional communicators beyond the Jersey public service, to share experiences and best practice, learning and development and, where appropriate, secure economies of scale through the common procurement of services.
- ✓ The Director of Communications will review and refine professional standards and provide assurance at recruitment, selection and performance reviews.
- ✓ Professional standards, together with the objectives, measures and behaviours outlined, form the basis for setting performance management objectives and for creating a personal development plan for every employee in a communications role.
- ✓ We will ensure our approach reflects the values of the public service:
 - **Customer focus** – We never forget that we are here to serve the public, develop services to meet their needs efficiently and provide value for money
 - **Constantly improving** – We always aim to be better, challenge habit and learn from mistakes
 - **Better together** – We work across boundaries and departments to deliver a better future for Jersey
 - **Always respectful** – We care about people as individuals and always treat them with respect
 - **We deliver** – We take responsibility, act responsibly and always do what we say.