



# DELIVERING A CLEAR MESSAGE



# DELIVERING A STRONG MESSAGE

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## FOREWORD

Welcome to the Kensington Regeneration Communications Strategy for 2007 and beyond.

As the regeneration programme moves into its 8th year of delivery communication has never been more important. With all the activity taking place at the moment it is vital that the community is kept informed of changes and opportunities and that the New Deal area is promoted to a regional and national audience.

Kensington Regeneration's philosophy of, "New Thinking, New Kensington" still remains relevant today and the team will continue to look for innovative ways to promote Kensington and keep the community informed. However, the brand has evolved further and the focus has changed to, "Kensington is Delivering".

"Kensington is Delivering" demonstrates the level of change and development in Kensington since the start of the programme in 2000. The strategy will provide a framework for communications activities for the coming years. It has been informed by decisions at committee level as well as input from residents and partners and will be continually updated to ensure that it remains relevant.



A handwritten signature in black ink, appearing to read "Kris Waite". The signature is fluid and stylized, with long horizontal strokes.

**Kris Waite**  
Communications Officer

## STRATEGY AND MISSION

Kensington Regeneration will continue to build on previous successes, improve existing communications activities and develop new activities which will embrace a more community led approach.

Information will be presented in an honest and appropriate way and all communications activities will be evaluated to allow Kensington Regeneration to maintain control of the programme and deliver good practice and best value for money.

Kensington Regeneration will promote the successes of the area and keep residents informed of progress through local media, targeted marketing campaigns, events and public meetings. Events and meetings will be publicised in a more informative way enabling residents to decide which are most relevant to them.

The Communications Committee will deliver a programme designed not only to cover the local audience but also demonstrate Kensington's achievements to a regional and national audience. This will encourage continued interest and investment in the area for the long term.

Kensington Regeneration will encourage the participation of more residents in the work of the Communications Committee through attendance of an events management and editorial committee. Public consultation will enable the communications team to continually improve the service and information it provides to the community and focus on the strongest media to achieve this.

The objectives of the strategy are:

- To encourage more involvement and feedback from residents in the development of all communications activities.
- To ensure that the information provided to the community, partners and board members is as relevant and up to date as possible.
- To ensure that events and meetings are publicised in a way that enables the community to attend those most relevant to them.
- To promote Kensington to an audience beyond the New Deal boundary by using the media to create interest in the area at a regional and national level.

## STRATEGIC OBJECTIVES

The objectives of the strategy are to:

- Continually develop ways of communicating with the community, partners and board members in the most innovative and successful ways possible.
- Be as inclusive as possible in all areas of communications.
- Evaluate the communications programme to ensure value for money and appropriate use of the most appropriate media.
- Improve internal communications ensuring that staff, board members and partners are fully informed at all times so that accurate information is available to the community.
- Encourage greater community involvement and influence in the communications programme.



## PRINCIPLES

**Integration:** Communications and consultation activities will be fully integrated across all programme areas in the day-to-day running of services and activities.

**Co-ordination:** Communications activities will be co-ordinated across the partnership and with other agencies. All activities will be overseen by the Communications Committee.

**Feedback and review:** Community consultation and involvement in Kensington Regeneration's partnerships communications activities will be developed further to ensure that information is disseminated as effectively as possible. Communications projects will be reviewed by the Committee to assess effectiveness and value for money.

**Quality:** To maintain high quality communications, activities should be supported by a clear strategy. Training should be provided where appropriate and a continual review of service providers will ensure the best results from communications projects.

**Confidentiality:** Participants' confidentiality should be safeguarded and they should have a clear idea of how any information they provide will be used and who will have access to it.

**Equality:** By seeking the views of all stakeholders in the KNDC area and providing them with the means to have their say, the Committee will continue to develop inclusive ways of communicating information.

**Purposeful:** The purpose of the communications and consultation activities for the coming year is to inform stakeholders of the changes in Kensington through the new message of, 'Kensington is Delivering' and to encourage greater involvement and dialogue with Kensington Regeneration and its partners.

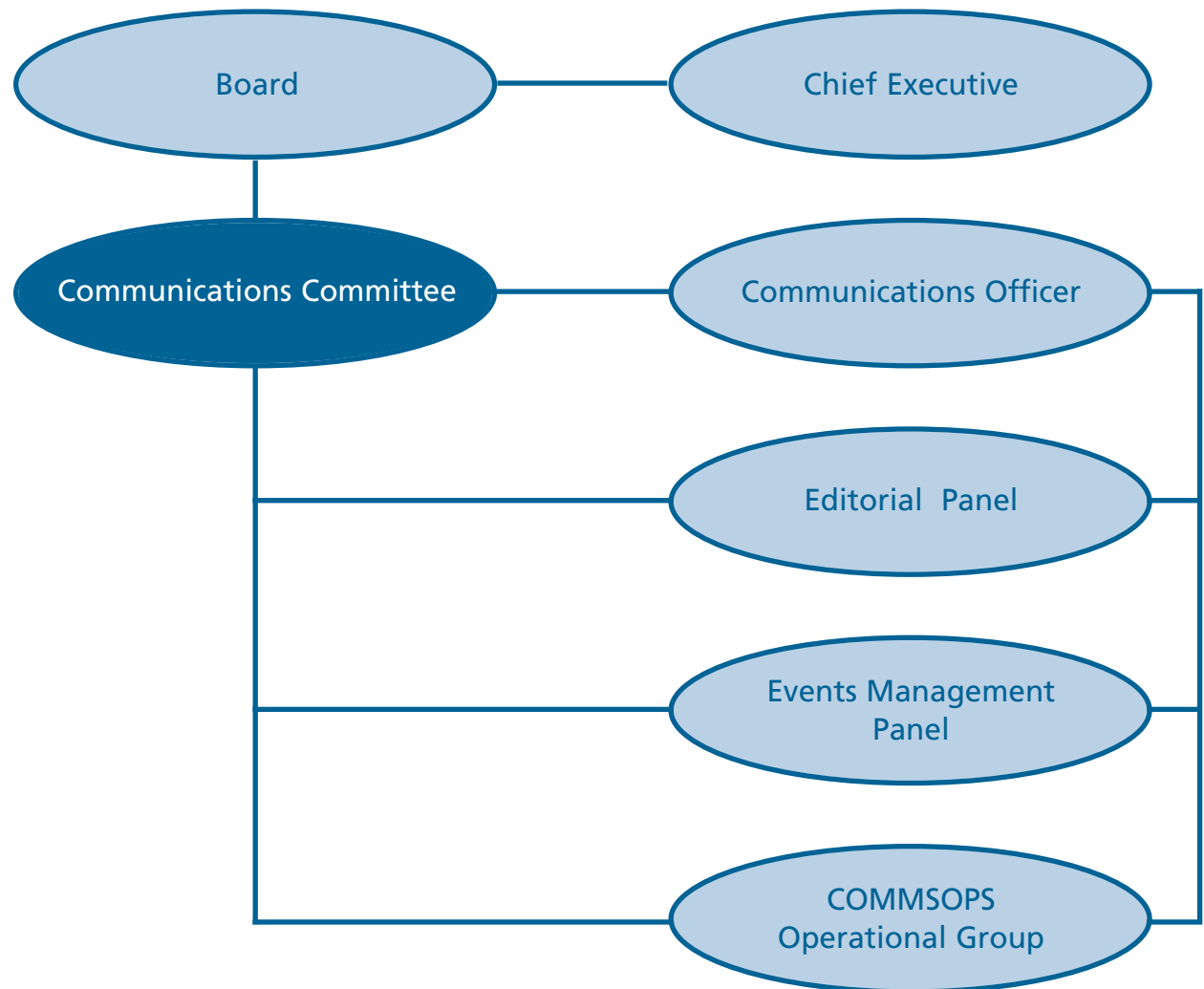
The Communications Committee is the key policy making body for communications policy and practice. Its brief is to oversee every aspect of the communications programme. The Committee comprises representatives of the Board as well as representatives from service providers.

Further involvement of the community in the programme will be encouraged through various sub groups which will take a strategic overview of editorial and events management activities.

These principles will enable Kensington Regeneration to develop communications projects which will last beyond the life of the New Deal programme.

## DELIVERY STRUCTURE

The following sets out the delivery structure:





## OUR AUDIENCE

The audience of Kensington Regeneration has changed significantly during its life with greater emphasis placed on ensuring that those who are particularly hard to reach have their say through a medium that is appropriate to them.

Our target audience includes: women, young people, families, local businesses and employers, pensioners, black and racial minority groups, people with disabilities, unemployed people, faith groups, board members, staff, our partners, local institutions such as colleges, schools and community centres, opinion formers such as journalists, councillors, MPs and MEPs.

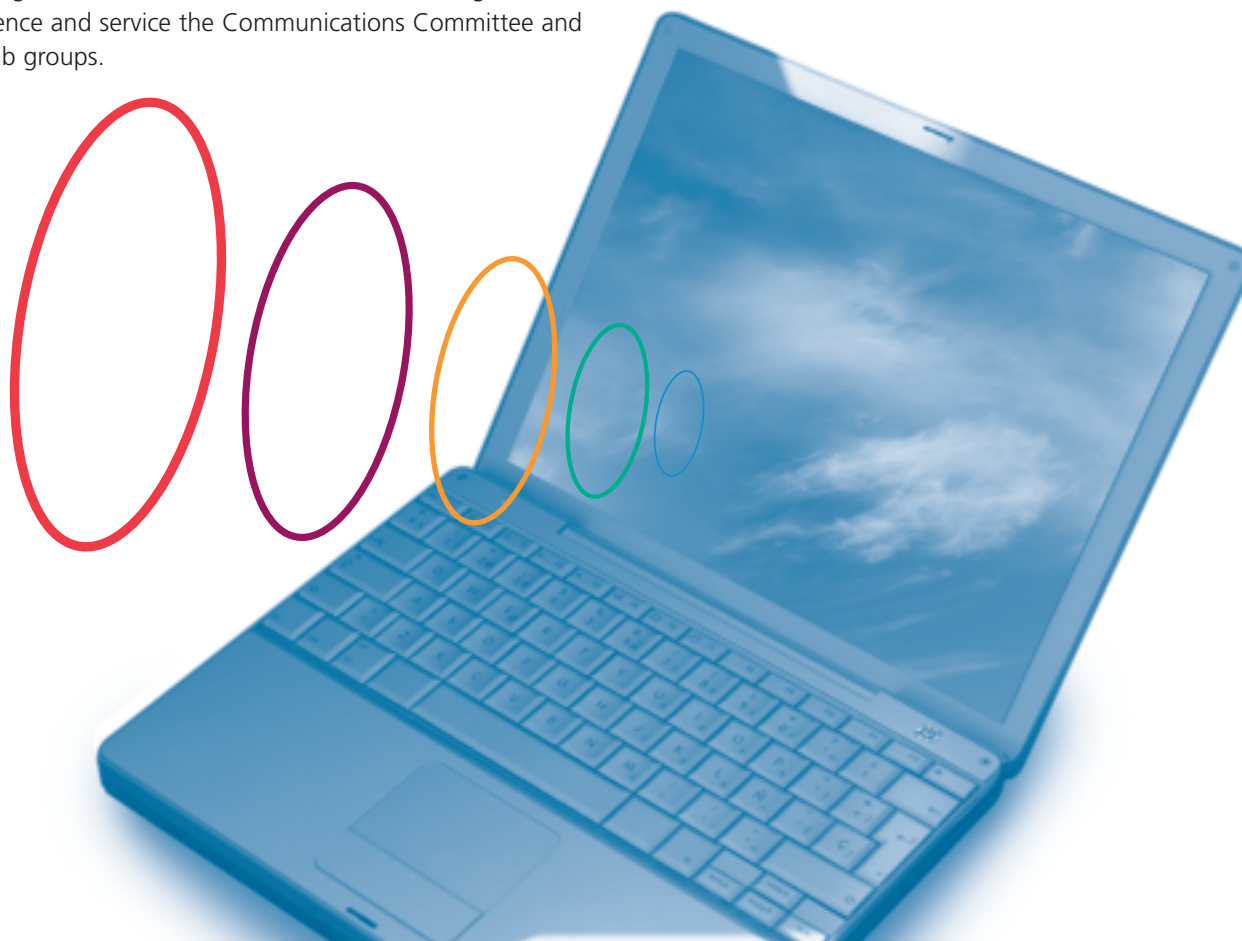
Although the local community remains the most significant audience for Kensington Regeneration a greater emphasis now needs to be placed on promoting the area to a regional and national level to encourage future interest and investment in Kensington.

A recent MORI survey (2006), conducted in the New Deal area, provided evidence to suggest that certain types of communication were favoured over others. The methods most favoured by respondents were, direct mail, the Kensington News, the Kensington Regeneration website and community focused events.

## HOW, WHAT AND WHEN

The Communications Officer is the first point of call for communications activity in Kensington. He will co-ordinate the communications programme for Kensington Regeneration, develop internal communications practices and policies, work with partner agencies to ensure that key messages are communicated to the intended target audience and service the Communications Committee and its sub groups.

The Communications Officer will also be responsible for managing and reviewing the contracts of service providers for PR and media services, design and printing, website development and copy writing to maximise the impact of Kensington Regeneration's communications strategy and programme.





## COMMUNICATIONS COMMITTEE

The Communications Committee is made up of board members and representatives of our service providers.

The Committee's terms of reference include:

- To agree on behalf of the Board the communications strategy, policy and practice for Kensington Regeneration.
- To recommend decisions on communications project applications to the Board after full consideration of the appraisal evidence.
- To review and evaluate the communications policy and practice on a regular basis.
- To procure communication services.

Two sub groups of the Communications Committee have been created to encourage representatives from the community to become involved with the communications programme. The first, the Events Management Panel is made up of representatives from the Board, agency and service providers and members of the community elected from the Neighbourhood Assemblies. The Events Management Panel is responsible for the strategic planning and overview of the events organised by Kensington Regeneration.

The second group is the Editorial Panel which has responsibility for agreeing content for the Kensington News, Kensington's bi-monthly newsletter, which is distributed to every household in the New Deal area. The Editorial Panel is made up in a similar way to the Events Management Panel with community representatives selected from the Neighbourhood Assemblies.

## COMMUNICATIONS OPERATIONS GROUP

It is important that key staff responsible for communications within Kensington Regeneration as well as partner agencies come together on a formal basis. The Communications Operations group will meet to develop the Communications Strategy and share information to develop best practice across the staff team and the Kensington neighbourhood.

Key decisions from the Board and the Communications Committee will be channelled through the group to ensure that contracts are delivered in the most effective way possible.

# The Kensington Regeneration 2007-09 Communications Programme

## LOGO AND IDENTITY

Kensington Regeneration is now moving on from its original branding of 'New Thinking, New Kensington'. The new brand emphasises the achievements of Kensington Regeneration and the people living in the New Deal area through the message, 'Kensington is Delivering'. The Kensington Regeneration logo, protected by the style guide, will still be used consistently and professionally by Kensington Regeneration, projects and partners.

The development of the current Kensington Regeneration logo in 2003 was a significant change in the profile of the Partnership. The brand has become more recognisable throughout Kensington, Liverpool and Merseyside through its use in the development of marketing and promotion for projects across the whole New Deal programme including The Lifelong Learning, Health and Crime themes.

In a recent MORI survey (2006) conducted in the Kensington area, 90% of respondents said they were aware of Kensington Regeneration. The logo has been developed in a variety of ways to give projects and staff teams within Kensington Regeneration an individual identity whilst still ensuring that they are readily identifiable as a part of the KNDC programme.

The branding must now be introduced to a wider audience so that Kensington Regeneration becomes a brand that is recognised both regionally and nationally.



## THE WEBSITE

The website has now been updated and provides an invaluable archive of reports, minutes and information about the organisation and its activities. The website must be continually updated and respond to suggestions and observations from the community, board and partners. The coming year will see the website developed further creating a strong communications asset for Kensington Regeneration.

Through continual development the website can be used to raise Kensington Regeneration's profile and provide information about Kensington to a much wider audience.

Content management for the site has now been brought 'in house', allowing Kensington Regeneration staff complete control of the site as well as increasing its cost effectiveness. With internal control of the site the team will be able to develop future online projects such as web forums, instant surveys and project management systems.



## I-TEXT

The I-text system has been a valuable resource for Kensington Regeneration during the last 12 months. It has been used to promote events across Kensington and provide information to residents. Membership to I-text has increased steadily throughout the year thanks to the opportunity to sign up on the website and the collection of information, including mobile numbers, at meetings and events. The I-text service will be promoted across the area to encourage maximum uptake and value for money.

The I-text system will continue to be promoted through the newsletter to encourage greater uptake. Local community groups will also be encouraged to use the resource to promote their events throughout the community.

## PR AND MEDIA RELATIONS

Mainstream newspaper coverage of Kensington is still limited and the Liverpool Echo remains the main daily paper for the area. The Kensington Regeneration press strategy aims to ensure that the Liverpool Echo carries positive coverage of stories from the Kensington area wherever possible. To ensure that stories from Kensington are distributed to a wider audience they are featured in the MerseyMart, and wherever possible, national publications such as New Start and Regeneration and Renewal.

Stories that are not carried by these publications will be covered through the Kensington News and the website whenever possible. The Communications Officer will be responsible for all press coverage for Kensington Regeneration and will work with partners and community groups to ensure the most positive and accurate press coverage for the Kensington area.

The organisation will support local community groups and projects by providing training in communications, press releases, photo opportunities and basic marketing skills. Media training for Board members and key staff will ensure that existing skills are developed and Kensington Regeneration is represented in the media in a positive and accurate way.

## KENSINGTON NEWS

Kensington News provides a focus for the organisation's news agenda. After a series of focus groups were carried out with local residents significant changes were made to both the format and content of the newsletter. The format has changed to that of a tabloid newspaper and the content now covers a more challenging news agenda. Although it is important to showcase local achievements and good news stories from the area the newsletter also needs to provide relevant and useful information about the key issues facing Kensington residents.

The introduction of the new format for Kensington News has received a very positive response from residents, partners and board members. The newspaper will continue to include coverage of events, achievements and positive news from the area. It will also provide information and seek the views of local residents about issues that matter to them as well as encouraging community participation.

An editorial panel has now been established and is made up of board members and staff. The editorial committee makes decisions about the content and structure of the newspaper.

The newspaper is one of the most popular ways in which Kensington Regeneration communicates with stakeholders and is used to:

- Convey key messages about the organisation and its work.
- Advertise events such as the summer Fun Day and the Annual Community Conference.
- Pass on information from partners.
- Put faces to names in relation to KNDC board members.
- Promote other methods of communication used by Kensington Regeneration such as the website and I-text.

The priority of the communications team will be to continue to develop ways to communicate with hard to reach groups within the community.

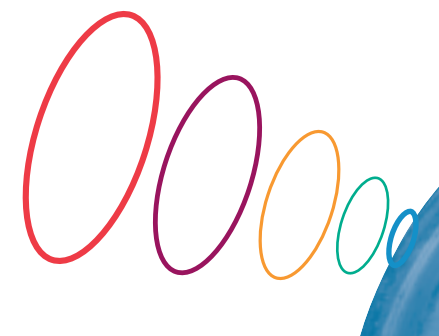


## OTHER PUBLICATIONS

Kensington Regeneration's Annual Report – The Annual Report provides an opportunity to showcase the achievements of the organisation and its projects throughout the past year. The Annual Report is distributed to residents, partners and other regional and national organisations such as Government Office, Liverpool City Council and other New Deal partnerships. The report provides information about the activity undertaken in the area as well as a financial breakdown of the programme.

Kensington Community Directory 'The Guide' – The Guide was developed through consultation with community groups and service providers in Kensington. It provides a listing of local community activities, projects and services and is distributed to every household in the New Deal area. The Guide is updated every two years and all local organisations are encouraged to contribute.

Kensington Regeneration's Delivery Plan – The Delivery Plan sets out the projects and allocated budgets for each programme area during the coming year. The Delivery Plan is distributed to partners and Government Office.



## EVENTS, FORUMS AND FESTIVALS

Events and festivals are becoming an increasingly important way for Kensington Regeneration to convey key messages to its primary audience; the community.

Working with partner agencies forms an important part of the Kensington Regeneration Communications Strategy. Exhibiting at events helps to promote Kensington Regeneration to a wider audience and provide information to the community. It is also important for the organisation

to encourage partner agencies and community groups to promote themselves at Kensington events. If a resident can access a wide range of information at an event, the event will be more appealing.

Neighbourhood Assemblies remain an important way of presenting information about Kensington Regeneration and its partners to the community. The Neighbourhood Assemblies also provide a means of encouraging residents to become involved with Kensington Regeneration through groups such as the Events Management and Editorial Panels.

Our events will be professionally organised, publicised well, to ensure all members of the community can access them.





## OUTDOOR COMMUNICATIONS

Large scale advertising is important to sell Kensington as a place to live, work and invest. Kensington Regeneration will use a range of methods to achieve this. A billboard situated on Beech Street will be regularly updated with key messages about the partnership and its' work.

A project has been undertaken with partners to produce and display a series of banners throughout the community which carry key messages for residents. The project will be continued in the future encouraging more partners to become involved.

Kensington Regeneration has also commissioned a liveried taxi which carries the organisation's branding and is visible throughout the city. The driver of the taxi is a local resident and is kept informed of the work carried out by Kensington Regeneration. He is then able to pass this information on to passengers using the taxi.



## PHOTOGRAPHY AND FILM

Kensington Regeneration will keep a photographic record of projects, events, festivals and changes within the community whenever possible. These photographs will be used in the organisations publicity and documents and an archive of key events will be developed and uploaded to the website.

## OTHER MEANS OF COMMUNICATION

One of the most important and effective ways of gathering views and ideas from the community is through face to face contact. By using 'front line' communicators such as the New Communities Team, community board members and representatives of local community groups the organisation can disseminate key messages as well as collect valuable feedback about the work it is carrying out.

It is important that wherever possible Kensington Regeneration uses all available means of communicating with the public. This can be achieved by developing strong links with teams who regularly deal with residents face to face such as the Community Wardens and the Streets Ahead Team.

A system of selecting key messages will be developed to ensure that the groups mentioned above are able to provide relevant information to the community and answer any queries that are put to them.

## INTERNAL COMMUNICATIONS

The Kensington Regeneration staff team is often called upon to relay information to partners, board members and the community. It is therefore vital that they are kept constantly and accurately informed. This will be achieved by a variety of methods:

**Communications Protocol** – A protocol has been developed which provide instructions for the staff team regarding what should be done with media queries, what should be done when organising an event and how jobs should be relayed to the organisation's suppliers.

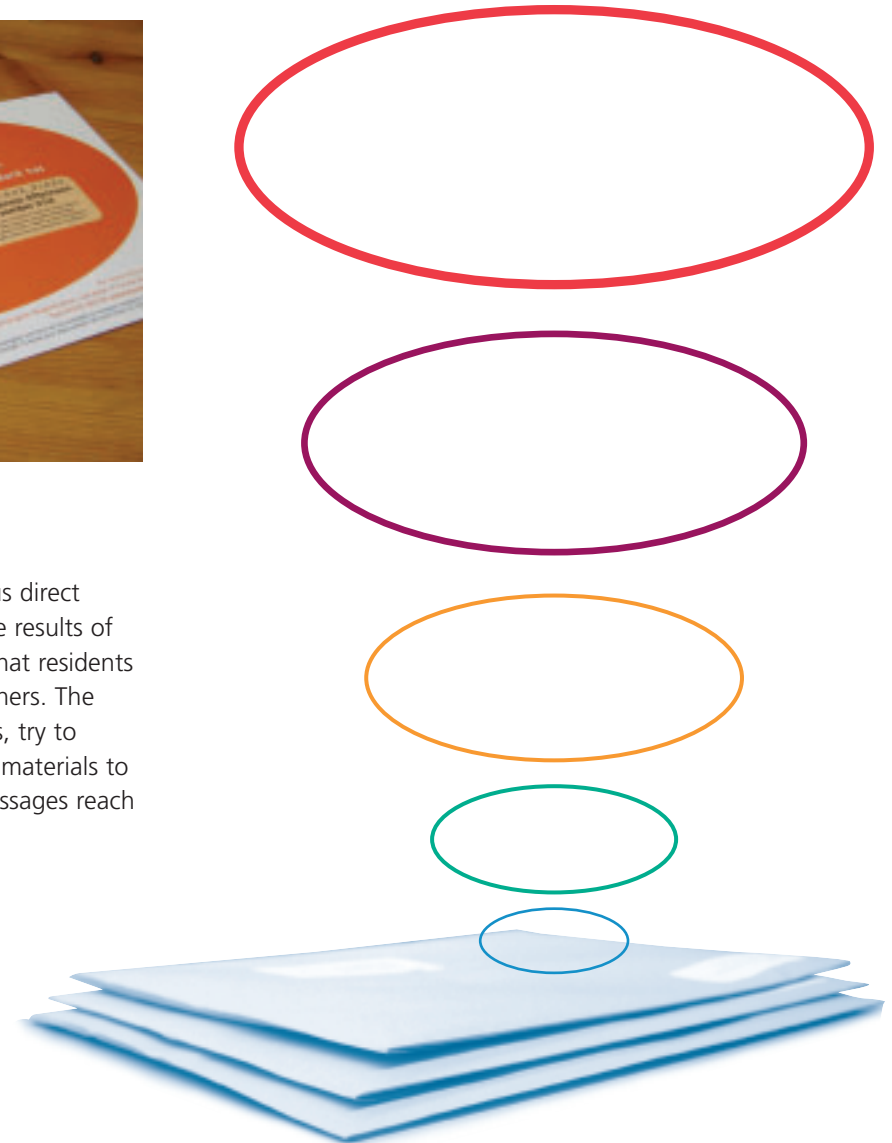
**Staff e-bulletin** – The e-bulletin is sent out weekly to all staff members. It contains information about developments within the organisation, press releases and relevant information that the team may be asked about. A version of the e-bulletin will be developed for the board and partners during the coming year.

**Away days and briefings** – Regular staff away days and briefings by senior managers whenever appropriate will help to keep staff informed and enable them to communicate relevant information to residents.



## DIRECT MAIL

Kensington Regeneration undertakes numerous direct marketing campaigns throughout the year. The results of the most recent MORI survey (2006) suggest that residents prefer this method of communication to all others. The communications team, working with designers, try to develop the most innovative and eye catching materials to ensure that Kensington Regeneration's key messages reach the intended target audience.





# Our programme for 2007

## TIMETABLE

Date	Activity
April 2007	Kensington Easter Eggstra Campaign Kensington Regeneration Delivery Plan 2007/08 Launch of Kensington New Communities Fund 2007/08
May 2007	Re-launch of Kensington Regeneration website Kensington News Issue 25 St Sebastian's Community Garden Launch Event
June 2007	Lord Mayors Parade African Kensington Festival
July 2007	Kensington Summer Fun Day Kensington News Issue 26 Kensington Regeneration Annual Report 2007/08 Employment Newsletter
August 2007	Communications Away Day Education Newsletter
September 2007	Annual Public Meeting Launch of Education Newsletter Kensington News Issue 27
October 2007	One World Month
December 2007	Christmas Celebrations
January 2008	Kensington News Issue 28
February 2008	Chinese New Year Celebrations
March 2008	Kensington Community Awards Kensington News Issue 29

## EVALUATION AND MONITORING

At this stage in the delivery of the New Deal Programme it is more important than ever to ensure that all communications projects are effective and represent value for money.

The success of existing communications projects will be evaluated over the coming year to establish the most effective ways of communicating with the community. The results of the most recent MORI survey (2006) have provided an indication as to which methods of communication are favoured by the community.

Feedback will be sought from the community whenever possible and this input will drive the changes to the communications methods used by the organisation. The views of partners and board members will also inform the activities undertaken by the communications team during the coming years.



The programme will be evaluated to help the Communications Committee and the Communications Officer achieve the goals set out in this strategy:

- Encourage further community involvement within the communications programme.
- Evaluate all communications projects to ensure value for money and effectiveness.
- Develop internal communications.
- Provide media training for community groups, board members and key staff.
- Continually develop new methods of communicating with Kensington residents.
- Develop the Kensington Regeneration brand and promote it and the area to a regional and national audience.







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