

Policy & Resources committee

21/07/25

Three Rivers District Council
Communications Strategy
2025-2028

COMMUNICATION STRATEGY 2025 - 2028

1 Summary

- 1.1 A report on the draft Communication Strategy 2025-2028 for Three Rivers District Council, outlining the strategic approach to communications, the channels utilised, breadth of content produced and audiences targeted. This report is to formalise the current approach and practices.

2 Recommendation

- 2.1 It is recommended that:
- i) Members agree the Communications Strategy 2025-2028

3 Details of the Communications Strategy 2025-2028

- 3.1 The aim of this strategy is to deliver a first class, effective and efficient communications service for Three Rivers District Council using a multi-channel approach to reach the wide variety of customers and stakeholders we serve, including residents, members, employees, businesses, community partners and visitors to the district.
- 3.2 The document attached outlines the strategic approach by which the Communications Team will tell the story of Three Rivers District Council and the district as a whole. This strategy outlines how communications will support the delivery of the Corporate Framework (the council's overarching plan), and any future plans which follow it.
- 3.3 The strategy includes the vision for communications, including clear focus, clear objectives, specific actions and measures impact and outcomes.
- 3.4 The strategy outlines the role of communications, the audiences, channels, and structure of the department. It also outlines the progress made at transforming the department and its strategy since 2019, and what the next steps are for continuing what has been establish as a dramatic departure from the processes and approach that came before.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council's agreed Corporate Framework and are within existing budgets.

5 Financial Implications

- 5.1 The cost of the strategy's implementation is within existing budgets.

6 Legal Implications

6.1 All elements of the Strategy will need to be considered alongside the council's legal duties and powers.

6.2 Projects involved in the delivery of the Strategy will require contract preparation and approval in accordance with the Council's Contracts Procedure Rules.

7 Equal Opportunities Implications

7.1 Please see Equalities Impact Assessment (Appendix 3)

8 Staffing Implications

8.1 There are no proposed changes to staffing.

9 Environmental Implications

9.1 Please see Climate and Sustainability Impact Assessment (Appendix 4)

10 Community Safety Implications

10.1 The strategy would support all aspects of the council's activities, including promotion and engagement with partner organisations involved in community safety.

11 Public Health implications

11.1 The strategy would support all aspects of the council's activities, including communications, marking and engagement with partner organisations involved in public health.

12 Customer Services Centre Implications

12.1 The strategy supports all aspects of the council's activities, including communications and engagement with customers cross all the council's corporate channels to support the Customer Experience Strategy and the work of the CSC.

13 Communications and Website Implications

13.1 The strategy governs and guides the strategic and reactive management of all aspects of external, internal communications and communication with the council's key audiences, including Members and partners. The strategy itself as a document has little relevance to the council's audiences, but the strategy it presents will enable all activities of the council to reach their target audiences in a more effective and targeted manner.

14 Risk and Health & Safety Implications

14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

14.2 The subject of this report is covered by the **Customer Experience Service Delivery Plan 2025 – 2028**. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Council fails to adopt Communications Strategy 2025-2028	Lack of agreed strategic approach, council's reputation could be at risk of poor management.	Continue to progress with communications activities and strategic approach without strategy being adopted.	Treat	4

14.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely Likelihood Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
Impact Low → Unacceptable				

Impact Score

4 (Catastrophic)
 3 (Critical)
 2 (Significant)
 1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))
 3 (Likely (21-79%))
 2 (Unlikely (6-20%))
 1 (Remote (≤5%))

- 14.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

APPENDICES / ATTACHMENTS

Attachment 1: Draft Communications Strategy 2025-2028

Appendix 2: Sample Communications Year Plan

Appendix 3: Equalities Impact Assessment

Appendix 4: Climate and Sustainability Impact Assessment

