



BLACKBURN GOULD
& ASSOCIATES

INTERNAL/EXTERNAL COMMUNICATION STRATEGY





How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Directors, staff and stakeholders of Blackburn Gould and Associates on our strategic approaches to Marketing and Communications.

Staff should make use of this strategy when creating their Operational Plans.

Context

Marketing and Communications is key to supporting the themes of opportunity and growth identified in the strategic plan of Blackburn Gould and Associates. Our logo adopted in 2020 illustrates opportunity through **Continuous Learning**. The new logo and branded materials have supported an integrated marketing and communications approach which has been well received by customers and stakeholders. The Marketing and Communications Strategy links to all strategic aims, as effective internal and external communication is essential to support the delivery of the strategic objectives and ensure growth targets are met.

There is potential to significantly enhance internal communications, promotional activity and public relations using emerging technologies, to meet learner recruitment targets and support organisational development through encouraging applications for staff vacancies.

The strategy relies upon extensive organisational support and adherence by all staff to the organisation's commitments, to achieve our aspirations for growth.

Strategic Objective 1:

To position Blackburn Gould as the provider of choice for University Facilities and Estates Departments in high quality training and consultancy services in Soft Facilities.

We will achieve this by:

- Articulating and managing BGA's brand, key messages and visual identity.
- Continuing to develop and implement brand guidelines consistently across the organisation.
- Ensuring sub-branded areas are aligned with the umbrella BGA brand.
- Reinforcing the position of BGA as an integrated business delivering high quality training and consultancy services in Soft Facilities
- Ensuring that marketing and communication activities provide clarity on the relationship between the various teams within BGA.

Strategic objective 2:

To increase learner applications and enrolments to meet growth targets.

We will achieve this by:

- Developing and implementing targeted marketing plans by occupational areas, through the most effective media channels and events.
- Exploiting digital and social media channels to stimulate interest from potential learners and University Estate Directors and to improve engagement with existing learners.
- Developing a data driven approach, to increase application and conversion rates.
- Developing targeted marketing plans to deliver the strategy, including working with Trade Unions in universities.
- Encouraging applications from under-represented groups through targeted campaigns, events, partnership activities with external agencies and work with third sector organisations.

Strategic objective 3:

To increase commercial and non-mainstream income

We will achieve this by:

- Engaging in sustained and comprehensive relationship campaigns with existing and potential customers and stakeholders.



- Maximising the use of the CRM to support relationship management and external communication.
- Supporting the development and implementation of the Business Development strategy and Sector Development plans, providing coherent marketing and promotion of the Consultancy service.
- Piloting and evaluating new approaches to increase business to business sales, supporting the development of a wider commercial offer, in response to local, regional and international demand.
- Developing social and digital media capability to increase engagement with businesses in target sectors.

Strategic objective 4:

To support the growth of research participation and income

We will achieve this by:

- Implementing targeted marketing and communications plans to highlight the organisation's temporary staff recruitment agency.
- Exploiting opportunities to promote our knowledge of new facilities industry practice and its application in training and development of learners.
- Supporting the commercialisation of our training and development provision through promotional activities and events.
- Developing and maintaining web and social media content, maximising reach and engagement.
- Working with partners to encourage the promotion of our training and development provision.

Strategic objective 5:

To increase the Organisation's profile and reputation in local, regional, national and international markets

We will achieve this by:

- Engaging in proactive media relations management; promoting the organisation's resources, successes, quality of services and impact.
- Supporting applications for industry, national and international awards and publicising achievements and accreditation of standards, including IIP and customer service excellence.
- Raising awareness of the organisation's activities that demonstrate Corporate Social Responsibility.
- Providing and hosting a diverse range of events to showcase our facilities, resources and the full range of its provision.
- Managing the organisation's public presence and communicating with the local community through media relations and public events.

Internal Communications Strategy

Introduction

Blackburn Gould's mission is "to provide an opportunity for personal career development through training and development of frontline facilities staff in an inclusive and supportive environment, which inspires our learners to achieve their potential whilst supporting their employer's objectives". We have a vision to ensure outstanding value added success for learners. As such open, honest and effective communication is one of our most critical success factors in achieving the mission and vision.

Good internal communication is also integral to the successful achievement of our strategic goals and objectives.



Responsibility for open, honest and effective communication rests with every individual in the team. It is a two-way process. As such, a good communications strategy should ensure that staff are provided with timely, consistent and accurate information so that they can:

- express their views on policy
- express their views on issues affecting the organisation
- participate fully in discussions and influence future decisions, as appropriate
- carry out their duties effectively

It should also ensure, staff are listened to and so should provide channels for open communication and feedback.

Internal Communication Strategies

To ensure open, honest and effective communication is promoted and achieved, a combination of communication strategies is used regularly (this list is not exhaustive).

COMMUNICATION TOOL	OBJECTIVE
Mission Statement -	To publicly communicate the college's mission, vision and values (On-going)
Organisational chart -	To show roles and responsibilities and lines of Communication (Reviewed annually)
Job Descriptions –	To ensure staff are clear about their role and responsibilities and lines of communication (on appointment and following any change of role)
SMT 'Open Door Policy' –	To ensure accessibility to Senior Managers. To promote a listening culture.(On-going)
SMT 'Walking the Job' -	To ensure a regular senior manager presence in the office, to meet with staff learners and clients informally, and to 'live' the organisations' values. (Daily)
Executive Directors Lunch -	To provide all staff with direct access to the Executive Director.
Full Staff Meetings -	To promote a listening culture and to enable staff to express their views on policy / key issues affecting the college and influence future decisions (as appropriate)
Suggestions box –	To provide staff and learners with regular opportunities to suggest improvements to our work (On-going)
Meetings Structure -	To ensure a structured format for communicating key information (as in organisation's calendar)
Minutes –	SMT minutes are shared with all associates and staff via the emails. Minutes of curriculum departments and commercial team meetings are shared with senior managers. To ensure a

Staff Recognition –	structured format for communicating key information and to ensure a timely response to any issues or concerns raised (Ongoing) To motivate staff and maintain a high staff morale (on-going)
Staff Social/Well-being Events/activities/Charity Events –	To bring the whole staff together to create a sense of community (On-going)
12 Month Calendar -	To keep staff aware of forthcoming events or activity so that they can plan their time effectively and make relevant preparations to ensure a manageable workload (Annual)
Staff WhatsApp -	To provide a central ‘user friendly’ source of information on college policies and procedures (Ongoing)
Staff e-mail -	To ensure effective and efficient communication amongst staff (On-going)
Telephone List -	To ensure effective and efficient communication amongst staff. (On-going)
Staff Handbook -	To ensure all staff have easy access to key policies and procedures (Annual)
New Staff Mentoring/Course Review/Staff Reviews-	To give regular support and feedback to staff on their performance (On-going)
Standardisation Meetings -	To give staff opportunities to share their good practice and to learn from the practice of others. (Quarterly)
Self-Assessment Process -	To actively involve staff in the improvement planning process (Annual)

ROLES AND RESPONSIBILITIES OF STAFF

All staff have a responsibility for the success of the communications strategy.

We expect Senior Managers to:

- Provide an organisation chart showing roles and responsibilities and lines of communication.
- Provide information on business issues and success stories and ensure that key strategic decisions are cascaded in a timely, relevant and accurate manner to ensure all staff can carry out their duties effectively and can participate fully in college discussions/decision making.
- Listen to staff and provide channels for open communication and feedback.



We expect Middle Managers to:

- Provide regular information about departmental issues and success stories in a timely, relevant and accurate manner to ensure their staff can carry out their duties effectively and can participate fully in departmental discussions/decision making.
- Listen to staff and provide channels for open communication and feedback.

We expect All staff to:

- Share the commitment to achieving open, honest and effective communication by listening to/reading the information provided to them so that they can participate fully in discussions / decision making at both training department and organisational level.

Equality and Diversity Issues

All staff have an equal right to express their views and opinions openly and honestly at meetings. All staff are encouraged to do so in an atmosphere of professional trust and respect. Professional differences should be dealt with in a professional manner, respecting the differing views of others, at an appropriate time and place, by those involved. If the difference cannot be resolved in this way, please discuss how the difference may be brought to a resolution with the Executive Director.

Evaluation

Formal evaluation of communication within Blackburn and Gould will be via the Best Companies Survey on an annual basis.