9. Corporate Communications Service Profile
(2026-2027)

Director:	Chris Jackson
Assistant Director / Head of Service	Jacqueline Gay
Portfolio Holder(s):	Cllr Mike Ross Cllr Jack Haines
Version control:	V1
Date Updated:	2 December 2025

Purpose of Plan

This Business Plan/Service Profile provides an overview of the Corporate Communications Team, and sets out its key priorities, high level objectives, key deliverables and performance measures. It will be supported by a service delivery plan, which contains more detail about how the team works towards meeting priorities and measuring success.

The priorities and actions set out in the Business Plan focus only on key areas of development, improvement, and transformation, and does not cover all detailed aspects of service delivery. The identified priorities reflect the Council's contribution towards the Community Plan, the service contribution to the Council and People Plans, along with the achievement of productivity and savings targets.

Progress against the service business plan will be reviewed on a regular basis within directorate teams, by the Corporate Strategy Team, and in consultation with Cabinet Portfolio Holders.

Table of Contents

Purpose of Plan 1
1. Service Overview 3
Service Description 3
Strategic Direction / Future Plans 3
Overall Service Priorities 5
2. Service Resources and Assets 6
Staffing and Financial Resources (including grants) 6

1. Service Overview

Service Description

As a small team of 21 people, we are passionate about Hull and proud of our mission to build a positive reputation for our city and council. Our vision is to deliver effective, "best in class" communications to raise awareness and understanding of council services, support, policies, plans, events, and other opportunities. Organised into four small professional teams delivering media relations, marketing and campaigns, digital and internal communications, we do this by:

- Developing and delivering strategic and operational communications plans to support the delivery of city and council objectives, as set out in the Community Plan, Council Plan and other council and partnership strategies.
- Ensuring that all internal and external audiences have access to accurate and timely information on council services, support, policies, plans, events and opportunities via the channels and platforms they prefer to use.
- Ensuring all council communications/campaigns are accessible, inclusive, and designed to meet the needs of all of Hull's citizens, stakeholders and communities.
- Maximising the use of owned and earned channels with the aim of building audiences, engagement and share of voice.
- Collaborating with partners to achieve shared objectives, with the aim of minimising duplication and make the best use of all available resources and budgets.
- Communicating the council's vision, priorities, plans, and achievements through strategic priority and statutory campaigns targeting a wide range of audiences from citizens, local businesses and communities to investors, external delivery partners, and all who have a stake in or influence upon the future of Hull.
- Supporting and facilitating communications and engagement with key partners and audiences to ensure citizens and internal/external stakeholders can shape and support delivery of council policies, projects, and plans, to achieve the ambitions and objectives of the Community Plan 2024-34, Council Plan and People Plan.
- Providing crisis communications support on behalf of the council and wider partners via the Humber Local Resilience Forum.

Strategic Direction / Future Plans

Opportunities and Priorities for 2026/27

Strategic Narrative

Hull's Community Plan, together with the Council Plan and People Plan, provide the foundation and 'golden thread' for all internal and external communications activities. The Corporate Communications Team is developing and delivering communications to bring this shared vision and ambitions for the city and the council to life, and to raise awareness and understanding of how these plans are being delivered. We do this by using a wide range of channels to communicate with a diverse range of internal and external audiences, and by encouraging all parts of the community to find out more, ask questions and get involved.

Incorporating work carried in 2025 to develop a refreshed visual identity, tone of voice, consistent messaging, campaigns and content, over the coming year we will work with the Corporate Strategy Team, Assistant Directors, and the new Head of Policy & Strategy to continue to improve council communications.

Priority Projects/Campaigns

With a high demand for our services and support, we are increasingly being asked to provide dedicated strategic/multi-disciplinary account management and operational support for key communications priorities, services, and projects. Critical to ensuring we have the comms resources to deliver these projects is the need to agree, annually, a clear and streamlined Priority Campaigns Plan. In 26/27, key areas of work are expected to include:

- Culture, heritage and events marketing and communications (local, regional, national and international) including the re-opening of Hull's much loved Maritime treasures, the city's bid to become a UNESCO Music City, and a citywide marketing push for Hull's cultural institutions in 2027, as they celebrate a 'Year of Anniversaries'
- City centre investment, development and planning
- Economic development, skills and jobs
- Revitalising neighbourhoods
- Community Safety
- Health and Wellbeing
- Statutory campaigns – e.g. waste and recycling, voter registration, elections, council tax.
- Housing
- Cost of Living
- Bridges and Structures investment programme
- Channel development and shift to meet the needs of the organisation and audiences
- Internal communications and campaigns

Support for internal and external change and transformation

Employee internal communications and engagement is a significant part of the team's work, and a high demand area due to the scale of change going on across the organisation, and the need for effective communications to equip managers and staff with the information they need to know to do their job effectively and in line with council values and behaviours. In 2025/26/27, the roll-out of Workday, alongside supporting external channel shift as part of a wider digital agenda and other key improvement agendas, means supporting organisational and service change is one of our top priorities as a team.

A modern communications operation

Roles and responsibilities within each of our professional teams are continuously evolving in response to the complex, fast-moving (and often reactive) multi-media landscape in which we operate. Developing a flexible team of professionals who can work across several communications disciplines when needed (for example, during crisis communications responses) at the strategic and operational level, is becoming increasingly important. Supporting staff to develop their skills and knowledge, ensuring the team keeps pace with the modern communications environment, is therefore a priority and an opportunity for all, whilst presenting a challenge in terms of available budgets for training and creating the space for training and development, along with informal learning and reflection within a

culture of continuous improvement. This is going to be critical to future service delivery and evolution.

Overall Service Priorities

Service Priority and Communications Lead	Strategic Driver (Community Plan Ambition, Government, Organisational, etc)
Priority & Statutory Campaigns & Publications Plan	Essential to communications planning and a key pillar of our external communications strategy, our Priority Campaigns/Projects Forward Plan, is informed by the Community Plan, Council Plan alongside current directorate and service priorities. Alongside a number of annual publications and reports for various aspects of the council's work, in October 2024 we launched a new council newspaper, to be delivered to every home in the city three times a year.
Evaluation and review of the Internal Communications Framework informing development of the annual IC Action Plan.	Our IC Framework and annual Action Plan aims to embed our strategic context and 'golden thread', including and our organisational values. Setting the thematic and campaign priorities for the year ahead and reflecting staff feedback, this is another key pillar of the council's overall communications strategy.
Council and City reputation and profile	The roll-out and monitoring of our refreshed corporate identity will be supported by an internal campaign to introduce and remind staff of its importance and help to ensure consistent professional brand and standards/reputation management across the organisation. Supporting this will be the development of a framework to support consistent messaging. Externally, this will help to ensure a more consistent and unified presentation of council services across all traditional and new channels. Alongside visual identity guidelines set out in the Corporate ID, there will be accompanying guidelines around the use of images and photography, tone of voice, writing style (including inclusive communications writing guide), social media, messaging (reflecting the Community and Council Plans), channels and quality of content. A new photography and social media asset bank has been created with the aim of improving consistency of communications assets council-wide and make it easier to manage, access and find such assets. Our media protocol and key partnership communications protocols are reviewed annually to consider new developments and lessons learned.

	The Head of Communications will continue to work with HEYCA and ERYC colleagues in terms of communications planning and protocols enabling effective partnership working on shared priorities and campaigns.
Crisis Communications Responses and Readiness	On-going training development and contingency/business continuity planning is crucial to the team's ability to deliver crisis comms responses as both a council and as a partner in the LRF.

2. Service Resources and Assets

Staffing and Financial Resources (including grants)

Budget 2026/27	**£000'**		
Staff Costs	981	**Budget Changes**	**£000's**
Other Expenditure	123	26/27 Efficiency Savings	
Gross Expenditure	**1,104**		
Fees & Charges	-13	25/26 Savings undelivered	
Grant Income	0		
Other Income	-73		
Gross Income	**-86**		
		Investments	
Net Expenditure	**1,018**	Funding of Base Pressures	