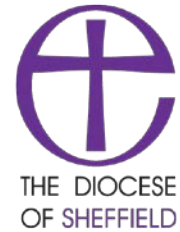


THE DIOCESE OF SHEFFIELD COMMUNICATIONS STRATEGY 2014 - 2016



1. Summary

This is a Communications Strategy for The Diocese of Sheffield for the period 2014-2016. It will be presented at Bishop's Senior Staff and Bishop's Council for wider comment.

2. Useful resources:

- Diocese of Sheffield: Diocesan Communications February 2012
- Diocese of Sheffield: Towards a definitive communications strategy 2010
- Growing the Body of Christ: A Strategy for Growth for the Diocese of Sheffield 2011-2021
- Re-Imagining Ministry for Mission: A strategy for sustainable ministry in the Diocese of Sheffield 2012-2022
- Salt and Light: A strategy for serving and transforming our society and God's world 2012-2015

3. Statement of purpose

This communications strategy has been developed to act as a clear framework and reference point for all Diocesan communications activity within the given timeframe. Effective communication is critical for the Diocese of Sheffield to achieve its vision. The strategy will create the framework to:

- help to achieve the organisational objectives;
- identify ways to engage effectively with stakeholders;
- demonstrate the success of the Diocese's work;
- help the general public to understand what the Diocese does;
- change behaviour and perceptions where necessary;
- strengthen the identity of the organisation;
- improve skills and strengths of staff within Church House.

The strategy refers to the time period up to December 2015. This has been selected as a suitable period to see major projects implicated and communications strengthened. While monitoring will take place at set point throughout the length of this plan, a full review will take place in January 2016.

4. The current situation - audit

The Diocese of Sheffield was formed in 1914 and is in the Province of York. It has a population of approximately 1.2 million people, 140 stipendiary clergy, 174 parishes and 213 churches (at the end of 2013). It covers Sheffield, Rotherham and Doncaster and the subsidiary towns and villages of those areas.

The Diocese is led by the Bishop of Sheffield (Diocesan Bishop) and the Bishop of Doncaster (Suffragan Bishop). It is separated into two Archdeaconries: Sheffield and Rotherham; and Doncaster. Within these archdeaconries are the 12 Deaneries of: Attercliffe, Ecclesall, Ecclesfield, Hallam, Laughton, Rotherham; and Adwick-le-Street, Doncaster, Snaithe & Hatfield, Tankersley, Wath and West Doncaster.

The Diocesan Board of Finance is the administrative body and is a company limited by guarantee and registered in England (No 190687) at Church House, 95-99 Effingham Street, Rotherham, S65 1BL. It is a registered charity (245861).

Until recently, large-scale communication activities were carried outsourced. This was put on a hiatus in the summer of 2013 while an internal Communications Manager was appointed.

4.1 Baseline assessment - current situation with comms

4.1.1. Population make up:

Parishes of The Diocese of Sheffield from the Census 2011:

| Population count | Households | Age 0-16 | Age 16 to 24 | Age 25 to 29 | Age 30 to 44 | Age 45 to 59 | Age 60 to 64 | Age 65+ |
|----------------------------|------------|----------|--------------|--------------|--------------|--------------|--------------|---------|
| 1,237,970 | 518,800 | 231,006 | 168,913 | 82,408 | 243,101 | 236,920 | 72,222 | 203,399 |
| Percentage of total | - | 18.66% | 13.64% | 6.66% | 19.64% | 19.14% | 5.83% | 16.43% |

Religious trends in the charitable operating area (Census 2011):

| Religion | 2001 | | | 2011 | | |
|-------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Doncaster | Sheffield | Rotherham | Doncaster | Sheffield | Rotherham |
| No religion | 18.1 | 25.3 | 13.7 | 24.1 | 42.1 | 19.4 |
| Christian | 54.1 | 48.1 | 50.3 | 46 | 28.6 | 44.9 |
| Muslim | 13.9 | 12.1 | 26.2 | 18.5 | 13.7 | 26.1 |
| Any other | 6.3 | 3.0 | 1.3 | 4.0 | 3.4 | 1.9 |
| Not stated | 7.7 | 8.3 | 8.6 | 7.4 | 6.2 | 7.6 |

Diocese of Sheffield Church population (Statistics for Mission 2012):

| Average WEEKLY attendance | Age 0-17 | Age 19-69 | Age 70+ |
|----------------------------|----------|-----------|---------|
| 16,700 individuals | 3,200 | 8,600 | 4,700 |
| Percentage of total | 19.6% | 51.5% | 28.14% |

4.1.2. Trends in digital media across age groups:

- As of the end of 2013, 83% of households in the UK have internet access.
- This compares to 75% in South Yorkshire.

Age breakdown of what internet is used for in the UK (2013):

| Potential Diocesan Communication Channel: | 16-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |
|---|-------|-------|-------|-------|-------|-----|
| Email | 87% | 89% | 86% | 81% | 72% | 44% |
| Accessed social networks | 93% | 84% | 66% | 50% | 29% | 11% |
| Read online newspapers and magazines | 69% | 72% | 66% | 57% | 49% | 23% |
| Found things to do locally | 53% | 64% | 56% | 51% | 57% | 43% |
| Visit a brands website | 51% | 57% | 49% | 48% | 49% | 35% |
| Read paid news websites | 19% | 22% | 16% | 7% | 11% | 7% |
| Watched streaming videos | 91% | 83% | 74% | 68% | 62% | 50% |

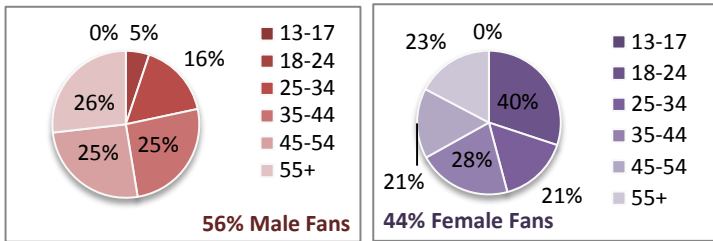
4.1.3. Current digital marketing overview of the Diocese:

| Platform | Organisations account | Totals | Change in Followers Dec 13 – Mar 14 |
|-----------------|--------------------------------------|--------|-------------------------------------|
| Twitter | @DioceseofSheff | 1,410 | +10.8% |
| | @steven_croft | 4,291 | +9.6% |
| | @peterburrows101 | 635 | +8.8% |
| Facebook | /dioceseofsheffield | 252 | +15% |
| | /Sheffield-Diocesan-Resources-Centre | 77 | +77% (new account) |
| YouTube | DioceseofSheffield | 18,206 | +13% |

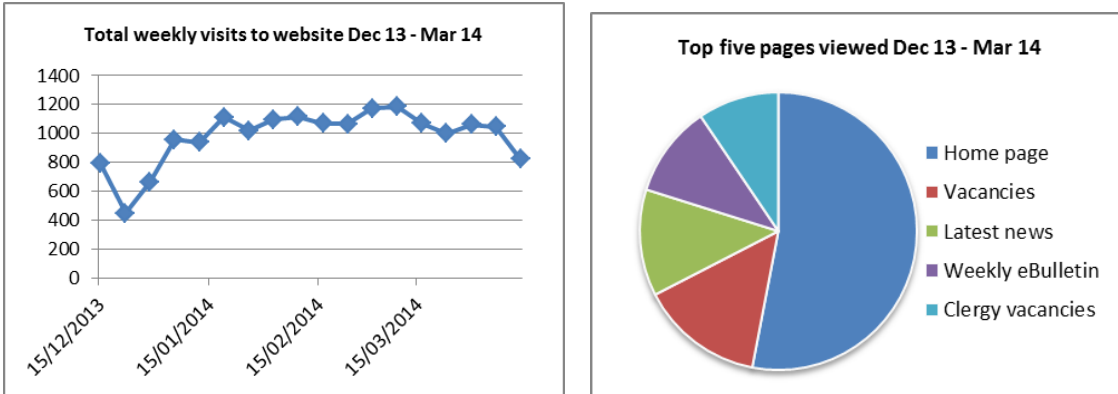
Twitter analytics (25.09.2012 – 24.04.2014)

| | |
|--|--------------------------------|
| 5.55 Tweets per day | 847 Retweets 27% |
| 286 User mentions | 86 Replies 3% |
| 328 Links | 1,908 Hashtags |
| 321 Tweets retweeted 10% a total of | 519 times |
| 201 Tweets favourite 6.3% a total of | 234 times |

Facebook demographics (page impressions age/gender)

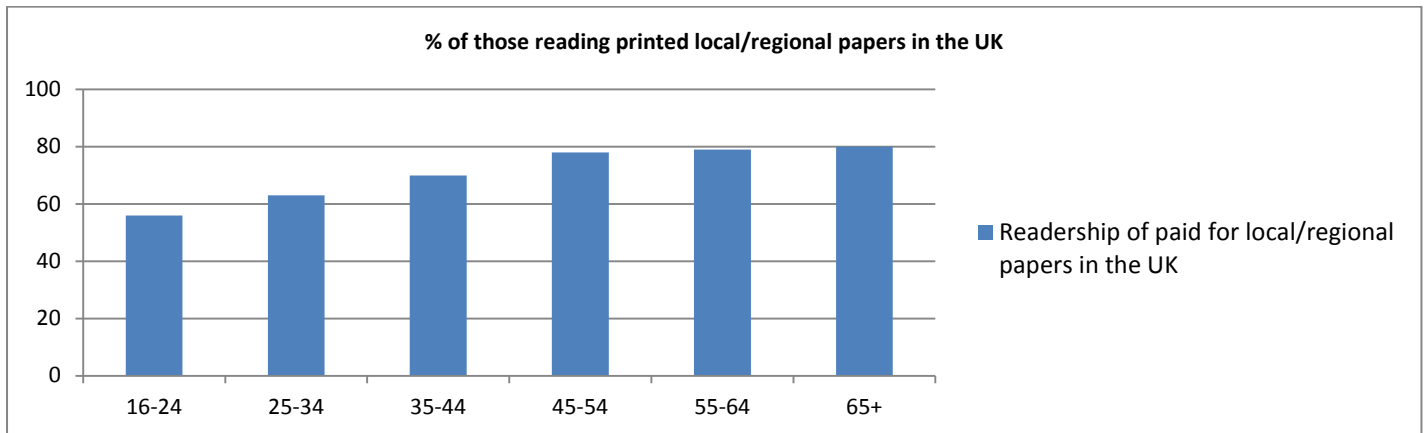


The website:



The current website is receiving around 150-250 visitor per day. The number of pages viewed on the site is low (average 2.68 pages per visit) with a high average bounce rate (53.14%). The website has a wealth of content which is difficult to navigate and difficult to find. The majority of pages are simply not being viewed. Total site pages - 3,345, pages with less than five views - 85.9%, pages with one or no views - 57.7%. This suggests that over 57% of site content is not being found or viewed.

4.1.4 Printed media:



| Title of newspaper: | Average net circulation of printed daily titles: | | |
|--------------------------|---|--------|----------|
| | 2011 | 2012 | % change |
| Doncaster Star | 2,327 | 1,931 | -17.0 |
| Yorkshire Evening Post | 36,512 | 33,805 | -7.4 |
| Yorkshire Post | 39,698 | 37,833 | -4.7 |
| Sheffield Star | 37,255 | 35,089 | -9.5 |
| | Average net circulation of printed weekly titles: | | |
| Derbyshire Times | 30,633 | 27,499 | -10.23 |
| Rotherham Advertiser | Not available | 25,199 | - |
| Rotherham Record | Not available | 60,299 | - |
| Sheffield Weekly Gazette | Not available | 55,186 | - |

4.2 Summary of data

- 64.91% of the population in the Diocese of Sheffield charitable area is aged 16-64.
- 51.5% of the average weekly DOS churchgoers are aged 19-69.
- Older age groups tend to favour paid for printed newspapers then younger groups.
- Use of email, visiting websites and watching videos least likely to be affected by age, and most popular internet activities across all.
- Readership of paid for local/regional papers increases with age, however, readership across our region's major papers is falling year on year.

4.3 Diocesan communications implications:

- Facebook: 24 million users visit Facebook every day in the UK (largest demographic 25-34 year olds) however Diocese demographic quite evenly spread for age. Channels should be kept up-to-date to reach those that only communicate in this manner.
- Twitter: 15 million UK daily users (largest demographic 25-44 age group) 40% of users like to read as a newsfeed; audience may not respond, but that doesn't mean they aren't absorbing content. Diocese has a good platform to build on and an active wide Follower group.
- YouTube: Streamed videos offer real potential to cover all age groups effectively. Viewing numbers on account support this also.
- Website: important across age groups and segments so investment needed. One to watch for future as users may start to consume information via social media alone (needs to integrate these well).
- Email: important across age groups and segments.
- Printed newspapers: still have high readership levels for those over 25, but particularly among older age groups.
- Photo sharing not done very well by Diocese at the moment. Apps like Pinterest and Instagram should be explored as largest users are 30-60 age groups.

4.4 SWOT Analysis

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • Recognition of the critical importance of good communications from the leadership. • Full time Communications Manager and Assistant now in post. • Clear vision in place supported by strategy documents. • Good national support network for CofE comms workers. • Comms team have broad range of skills and experience at a very competent level: IT, social media, web development, media connections, design & print, mobile technology, contracts, event planning, distribution channels, databases. • Decent level of in-house filming equipment. | <ul style="list-style-type: none"> • Website seen almost universally as poor. • Branding not clear: publications printed in different places, no centrally-held logos, no style guide. • Brand not currently displayed in an engaging way. • Mix of IT skills in the Diocese means a mix in quality of documents produced/presentations etc. • Departments working on their own means different quality of output as well as quantity. • Crossed messages possible. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Website can now be developed (can lead the way on good design and brand). • Costs can be off-set with ability to do a number of things in-house. • Social media offering can be developed to reach age groups and segments. • Video offers chance to engage all age groups. • Gap for printed communications. | <ul style="list-style-type: none"> • Financing projects. • Negative actions of those within the Diocese, particularly Clergy. • Lack of focus/too much to do. • Reluctance or inability by some to use digital media. • Unregulated access to social media. |

5. Organisational objectives and communications objectives

The vision statement:

“The Diocese of Sheffield is called to grow a sustainable network of Christ-like, lively and diverse Christian communities in every place which are effective in making disciples and in seeking to transform our society and God’s world.”

This is supplemented by the four strategy booklets:

1. Growing the Body of Christ
2. Re-imagining Ministry for Mission
3. Salt and Light
4. A Little Letter on Giving

Overall communications objective:

To ensure that by 2016 all clergy, staff and lay ministers fully understand the purpose of the Vision Statement; for all these to be fully committed in taking it forward; and to have the communication resources to do so.

5.1 External communications

| Strategy | Overview of objective | Communication objective | Communication tool |
|----------|---|---|---|
| 1. | <ul style="list-style-type: none"> Grow the Church of England in the Diocese by as much as 20% over the next decade. The key baseline figure in measuring this growth is All Age Weekly Attendance. A key catalyst is the cycle of the annual and church year. | <ul style="list-style-type: none"> To provide a regular flow of information to key stakeholders. To regularly showcase successes in the Diocese in the local media. To be approached by local media for opinions on relevant local and national matters. To work with the local and national media on 'crisis' issues (see **). To provide promotion and review of major events through the year. To work with all departments to establish priorities going forward. | <ul style="list-style-type: none"> Branding and guidelines Website eBulletin Email Social media Video Leaflets and publications Media releases Diocesan newsletter (see appendix A) Establish out of hours comms support number |
| 2. | <ul style="list-style-type: none"> Creation of Mission Partnerships to combat the issues of rising stipendiary cost and falling numbers. Encouraging Mission Action Planning as a tool for sustainable parish life. | <ul style="list-style-type: none"> To offer support to the PST in the form of communications tools, help and advice. Support parishes with requests for help. | <ul style="list-style-type: none"> Website including resources Email Post eBulletin |
| 3. | <ul style="list-style-type: none"> Encouraging and empowering those within parishes to recognise and speak up for issues and injustices throughout neighbourhoods, communities, towns, cities and countries. Create a network of volunteers to foster these ideas throughout the Diocese. | <ul style="list-style-type: none"> Ensure two-way flow of information to representatives within the parishes. Work with local and national media on relevant matters and stories. | <ul style="list-style-type: none"> Website Social media Press releases Video eBulletin Leaflets and publications |
| 4. | <ul style="list-style-type: none"> Introduce the Common Fund Increase parish giving to Diocese Increase those paying by standing order Ensure sustainability of Diocese for the future | <ul style="list-style-type: none"> Provide flow of information for parishes on services on offer from the Diocese. Showcase successes throughout the Diocese. Support Finance and PST when gathering Parish Share/Common Fund monies. | <ul style="list-style-type: none"> Video Hardcopy and digital booklet eBulletin Website Events Letters Flyers |

5.2 Internal communications view

| Overview of objective | Communication objective | Communication tool |
|---------------------------------|--|--|
| Structural change and resources | <ul style="list-style-type: none"> • To ensure hard communication structures are fit for purpose and fully utilised. • Support the administrative team with identifying training needs within Church House. • To ensure staff have opportunities to communicate their needs within the organisation. • To look to establish regular review and benchmarking points on contracts to ensure needs, quality and costs are appropriately matched. • Gather feedback from service users on the offering from Church House. | IT equipment, file sharing, email, phone networks, broadband, printing, mobile technologies Skills matrix Tendering process Three quote rule for every contract Policy and procedure documents Meetings |
| Culture change | <ul style="list-style-type: none"> • Clear messaging within Church House about the progress on the delivery of the diocesan strategy. • To help staff understand the vision and provide a consistent message to those external to Church House. • Establish a set of common resources to be used by all. | Encourage and support staff events Attend senior and departmental meetings eBulletin Website Branding File sharing |

6. Identification of stakeholders and Key Messages

| Audience | What they need to know | Key communications messages |
|--|--|---|
| Staff in Church House | <ul style="list-style-type: none"> - What the vision, aims and objectives of the Diocese are. - Where their role fits into this and the impact they can make. - What message they should be selling. - What the policies, structures, training and welfare services there are for staff. | <ul style="list-style-type: none"> • The Diocese needs to grow its parish church attendees • The Diocese needs to shape its ministry to meet the needs of the current world • The tools and support to do this are available • Staff are integral to the success of the vision |
| Board | <ul style="list-style-type: none"> - Broad view of operations - Statistics on growth and finances | <ul style="list-style-type: none"> • Quarterly reports on statistics will be issued • Staff and clergy are fully supportive of the vision, aims and objectives • We have the skills to deliver |
| Church of England Central | <ul style="list-style-type: none"> - Our major activities - Updated contact details - Information on the activities of the Bishop's | <ul style="list-style-type: none"> • We are active in promoting our major activities through different channels • Proactive in updating important contacts • Bishop's have a busy programme in support of the Diocese and the CofE |
| Other Diocese' | <ul style="list-style-type: none"> - Our major activities - Opportunities for sharing work | <ul style="list-style-type: none"> • Partnerships and work-sharing is welcomed |
| Clergy | <ul style="list-style-type: none"> - Stipend and housing issues - Training and updates - Community support - What the vision, aims and objectives of the Diocese are - Where their role fits into this and the impact they can make - What message they should be proclaiming - Planning for the future in their parishes | <ul style="list-style-type: none"> • Examples that others have done in other areas of the Diocese • Active training and parish support teams are available • Advice on safeguarding provided • Support on media and story promotion is available • Access to resource documents (website, eBulletin) |
| News outlets | <ul style="list-style-type: none"> - Opinions on topics from leaders of the Diocese - Human interest stories from across the Diocese | <ul style="list-style-type: none"> • Diocese is active, growing and lively with multitude of activities and events • Diocese leaders will speak out on issues that they feel is morally right to do so • The media output is consistent in timings and quality |
| Government | <ul style="list-style-type: none"> - Meeting statutory obligations - Maintaining legal requirements | <ul style="list-style-type: none"> • Responsibilities met |
| Church leadership (treasurer, secretary, warden) | <ul style="list-style-type: none"> - Legal requirements for running a parish - Church building support - Youth leadership issues - Financial support | <ul style="list-style-type: none"> • We have the people in Church House to support on all these issues • Grant funds available for emergencies • Financial payments to the Diocese need to be consistent for a sustainable future |
| Church members (frequent)* | <ul style="list-style-type: none"> - When can they visit church - What's going on in other areas of the Diocese - Opportunities for learning about services and stewardship | <ul style="list-style-type: none"> • Churches are open and welcoming and an extended family • Taking a role in church life can be rewarding and a calling of all Christians |
| Church attenders (infrequent)** | <ul style="list-style-type: none"> - When can they visit church | <ul style="list-style-type: none"> • Churches embody everyday community life and not just thriving, open and welcoming places for Baptisms, Weddings, Funerals and for the major Christian events |
| Ecumenical partners | <ul style="list-style-type: none"> - Actions that the Diocese is taking on national subjects - Opinions of the Bishop's | <ul style="list-style-type: none"> • The Diocese is keen to work with other Christian denominations across the Diocese • Joined-up working is critical to the future of the faith |
| Church schools | <ul style="list-style-type: none"> - Maintaining legal requirements - Understanding funding streams and financial implications | <ul style="list-style-type: none"> • Roll of the Diocese, help and advice • News on UK policy updates etc • Opportunities for partnership working with churches |
| Lay ministers, evangelists | <ul style="list-style-type: none"> - Training opportunities and ongoing personal development | <ul style="list-style-type: none"> • Examples that others have done in other areas of the Diocese |

| | | |
|---|--|---|
| and readers | <ul style="list-style-type: none"> - What's going on across the Diocese in terms of events - What the vision, aims and objectives of the Diocese are | <ul style="list-style-type: none"> • Active training and parish support teams are available • Advice on safeguarding provided • Support on media and story promotion is available • Access to resource documents (website, eBulletin) |
| Other funders and partners (eg Church Commissioners) | <ul style="list-style-type: none"> - Our major activities - Updated contact details - Submitting monitoring and reporting documents | <ul style="list-style-type: none"> • The processes and procedures of the Diocese are robust and able to meet obligations and deadlines |
| Wider general public | <ul style="list-style-type: none"> - What the Diocese is - What the Church offers - Where they can get involved | <ul style="list-style-type: none"> • Churches are thriving, open and welcoming places for Baptisms, Weddings, Funerals. • It is open all year round and welcoming for the major festivals: Easter, Mothering Sunday, Pentecost, Harvest Festival, Christmas |

7. Work plan until 2016

The Work Plan for 2014 can be found in Appendix B. This forms part of the Communications Strategy as a framework for activities in 2014. A new plan will be developed in 2015.

It is not a definitive list of work but acts as a framework for major communications activities linked to the objectives. The plan will be assessed quarterly.

8. Evaluating success

Monitoring:

Quantitative-based methods:

- Readership of eBulletin (method of sending now changed so statistics can be gathered)
- Twitter Followers
- Facebook Likes
- YouTube views
- Website analytics
- Surveys
- Weekly press coverage (online and print but mainstream media eg Sheffield Star)
- Newsletters sent out

Qualitative-based methods

- Feedback
- Twitter and Facebook comments
- Attitudes of commentators
- Delivery on key milestones
- Perceptions of the Vision Statement

9. Crisis communications

Senior staff, the Dean of Sheffield and Communications Manager should be made aware of any past, current or future areas that may garner negative attention for the Diocese and the wider Church of England. Issues that fall into this category should try to adhere to the following guidelines:

1. Decide whether to go public

If the incident is not yet public, judge the risk of the likelihood for it too. In 75% of cases, being pro-active is less damaging than being reactive.

2. Identify key messages and make produce a statement

Message should convey empathy towards 'victims', context of the situation and actions of the Diocese to deal with the crisis. Statements should be short (three/four) sentences and direct. Statements should come from 'The Diocese of Sheffield' where possible, not individuals.

3. Spokespeople

Two people from the Diocese who are able to speak on the issue should be identified from an early stage and briefed on the key messages and statement.

4. Communication Channels

Consider where the statement will be presented. Main channel for this is the Diocesan website. Referring people to the website can deflect a lot of traffic. Do not distribute through social media. Administrative staff answering calls should be briefed.

Other incidents

Another form of crises communication management that may not follow the above plan is for:

- Responses to a major incident such as large accidents, acts of terrorism and natural disasters (locally and nationally).
- Death of key local and national figures (politics, philanthropists, church figure-heads and members of the Royal family).
- Death of key international figures.

Statements must be sought personally from the Bishops (or the senior most member of staff available in their absence) in the following order:

