

## Ramsgate Town Council

# COMMUNICATION STRATEGY

<b>Adopted</b>	<b>28 January 2026</b>
<b>Due to review</b>	<b>2027 at next election.</b>

### **Executive Summary**

The **Ramsgate Town Council Communication Strategy** outlines a comprehensive plan to enhance communication between the Council and its residents, businesses, and stakeholders. Adopted to guide engagement efforts through to the next election in 2027, the strategy is built on principles of integrity, transparency, accountability, and community involvement.

### **Purpose & Objectives:**

The strategy seeks to:

- Promote Ramsgate as a thriving and sustainable community.
- Strengthen civic engagement and trust in local governance.
- Support the Council's strategic aims through consistent and accessible communication.

### **Methodology:**

Development of the strategy involved:

- Anonymous surveys for staff, councillors, residents, and businesses.
- Councillor workshops.
- A SWOT analysis of current communications.
- Application of SMART objectives aligned with the Council's strategic goals.

### **Key Challenges & Opportunities:**

- Challenges include inconsistent messaging, digital divide, and misinformation.
- Opportunities lie in digital expansion, improved stakeholder collaboration, and targeted messaging strategies.

### **Target Audiences:**

The Council identifies both primary audiences (residents, businesses, schools) and secondary audiences (district and county councils, national government, media). Audience segmentation considers varying communication needs across age groups and accessibility levels.

## **Communication Platforms:**

The strategy leverages:

- Traditional media (CommunityAd, newsletters, local press, posters).
- Digital media (website, social media, e-newsletters).
- Internal communication tools for staff engagement.

## **Action Plans:**

Key initiatives include:

- A Community Engagement Drive to increase public participation.
- A Digital Accessibility Initiative to improve inclusivity.
- Campaigns promoting local business and sustainability.

## **Evaluation & Review:**

Success will be measured through:

- Website and social media analytics.
- Participation and satisfaction surveys.
- Regular reviews, dashboards, and stakeholder feedback.

This strategy provides a structured and responsive framework to ensure Ramsgate Town Council communicates effectively, fosters public trust, and meets the evolving needs of its community.

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## 1. INTRODUCTION & BACKGROUND

Ramsgate Town Council ('the Council') was formed in April 2009; there are 16 councillors who represent seven Wards (Central Harbour, Northwood, Newington, Eastcliff, Nethercourt, Pegwell and Sir Moses Montefiore). The Council has 14 members of staff who are managed by the Town Clerk & Responsible Finance Officer.

The Council meets monthly and there are four committees: Asset Management, Planning & Infrastructure, Finance & General Purposes and Town Promotion, and a variety of sub-committees and working groups that focus on specific areas of business in greater detail, which meet at least quarterly.

All Council and Committee meetings are open to the public, who can attend in person or watch on our YouTube channel. There is also a section of every full Council meeting when time is set aside for members of the public to ask questions or make comments on the Council's work.

Communication plays a vital role in the Council's ability to serve its residents, businesses, and stakeholders effectively.

This strategy outlines how the Council will deliver clear, consistent, and impactful communications to support its vision and strategic objectives.

### 1.1 Purpose of the Strategy

The Council is committed to the following values:

- To conduct its business with integrity and impartiality.
- To remain open and accountable.
- To make the most efficient and effective use of resources.
- To encourage co-operative and partnership working.
- To consult and listen to local people.
- To support, value and develop staff, enabling them to continue to improve the quality of our services.
- To project clear and positive leadership in the community.

The purpose of this strategy will be to adhere to these committed values and seek to accomplish the following objectives:

- SO1. Provide facilities and services that promote the health and wellbeing of residents.**
- SO2. Provide a strong democratic and representational voice for the community and work in collaboration with our partners.**
- SO3. Promote Ramsgate as a desirable, thriving and sustainable place in which to live, visit and do business.**
- SO4. Use the Town Council's influence to affect the decisions of public and private sector bodies for the benefit of Ramsgate.**
- SO5. Improve the environment of the town.**
- SO6. Ensure good governance and fiscal responsibility of all Council activities and assets.**

These objectives will be achieved by enhancing public trust and transparency, supporting engagement with residents and stakeholders and ensuring consistent and accessible messaging across all communication channels.

## 1.2 Context

Ramsgate is a vibrant town with a diverse population, thriving businesses, and a rich cultural heritage. As the Council addresses local challenges and opportunities, effective communication will be key to building strong relationships with the community and fostering civic pride.



## **2. METHODOLOGY**

To correctly identify and review the Council's communications, we adopted the following methodology. This has outlined how the Council will review and progress its communications in future:

### **2.1 Approach**

The Council adopted an approach that encompassed feedback from those living in Ramsgate (including, but not limited to, the Councils staff, councillors, resident and businesses).

The approach taken is to aim to strengthen communication between the Council and residents, while collecting feedback to drive continued development.

This will be conducted by various surveys, newsletters, meetings and workshops, to review all the Councils communications.

### **2.2 Review of Current Communications**

To review the current communications of the Council, information needed to be gathered from the Councils staff, councillors, resident and businesses.

Anonymous surveys were created, one for Council staff and councillors and another for resident and businesses. Both included the same 11 questions, so feedback could be compared, allowing a consistent review and effective assessment of the Council's current communications.

As well as surveys, workshops were created for councillors to review and scrutinise the strategy process, this enabled them to provide direct input into the communication strategy, ensuring it aligns with their objectives.

### **2.3 SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis**

A SWOT Analysis was performed on the Council's communications. This highlights different aspects of the Council's communications that could be improved or developed for future, as well as the risks involved.

### **2.4 SMART (Specific, Measurable, Achievable, Realistic and Time-based) Objectives**

The Council has already outlined its Strategic Objectives for the term. These objectives are detailed and have specific aims that the Council wishes to achieve. These would need to be processed from Strategic Objectives into Communications Objectives.

For each of the 47 Strategic Objectives, we would need to apply the SMART method to effectively achieve the associated Communication Objectives.

### **2.5 Audiences, Messaging and Tone**

The feedback from staff, councillors, resident and businesses and the refined Communication Objectives will help to identify the audiences, messages and tone of communication that is needed by the Council.

## **2.6 Identified Communication Channels**

The Communication Channels will be highlighted through reviewing the existing methods, as well as suggestions that are made during the feedback process and newly suggested avenues that could be explored in the future by the Council.

### **3. CURRENT COMMUNICATIONS**

To review the current communications, information was gathered from anonymous surveys and workshops.

#### **3.1 Surveys**

To fully understand how the Council can improve its communication with residents and businesses, it has conducted several surveys with councillors, staff, resident and businesses.

##### **3.1.1 Councillors**

In general, councillors expressed appreciation for current communication efforts but urged for improvements. While areas like social media and community engagement were positively recognised, some councillors called for better inclusivity and modernisation of our messaging.

Councillors saw the strength in the use of social media and the engagement using community support, whether it was at events, social projects or even environmental efforts. They complimented the use of the CommunityAd Magazine and the livestreaming of council meetings, adding another level of transparency to decision making and community outreach.

Councillors believed that there was a lack of resident engagement in decision-making, stating that sometimes it was difficult to involve residents in meaningful dialogue. The effectiveness of some of the communication channels was brought into question, such as noticeboards and newsletters.

Councillors made suggestions for improvements by focusing on modernising the media that we use, i.e. the website, while also focusing on the clarity in our communication and reaching a broader audience to reach our diverse population.

This could be achieved through enhanced short video content, highlighting the Council's activities and achievements, through interactive workshops and public meetings to increase direct interaction with residents, and through partnerships with local media, such as the local radio stations.

While most councillors feel the Council's message is effective, it still has room for improvement. Most residents still do not fully understand what the Council's message is or even the differences between the District Council and the Town Council. This highlights a stronger branding opportunity that the Council can pursue going forward.

##### **3.1.2 Staff**

The staff were supportive of the current communication efforts, but emphasised the need for a unified message, a modernisation of existing communication channels and increase engagement beyond our existing platforms. The Council's message has been strongly promoted in certain areas, but awareness should be made to the outdated methods and underused opportunities.

Staff also viewed social media as an effective way of communicating with residents, especially Facebook and Instagram, showing a clear presence. The CommunityAd Magazine was praised for its wide reach to the residents of Ramsgate. This has helped with the publicity and promotion of the Technician's work, which sometimes goes unnoticed by residents. Staff felt more informed with the Council's decision-making through the livestreaming of the Council meetings, this was stated as a 'transparency win'.

It has been stated that some of the noticeboards in town are not well-maintained and are seen as outdated. The newsletters relevance and impact were questioned, as some communication efforts are seen as repetitive or lacking focus.

Improvements were suggested by the staff, focusing on a clear and consistent Council message, using less filler content and more about what the Council actually does. Using more video content and updated graphics to make content more visually stimulating. Staff would like to see public-facing activities like pop-up stands or events in the town centre.

There were mixed views around the message of the Council. The consensus was that they feel it works 'for those who see it', but many expressed that the message is not clear enough, some believing that residents are unaware of what the Council actually does.

### 3.1.3 Residents and Businesses (Overall)

The feedback from resident and businesses was that the Council's message was weak and inconsistent, with many not aware of the existing channels of communication. There was appreciation for several platforms, but most found frustration in the lack of visibility, relevance and engagement in the Council's message.

Residents and businesses seem to appreciate the CommunityAd Magazine as a regular source of information, as well as social media platforms like Facebook. Some residents noted that there have been recent improvements in visibility through social media platforms and newsletters.

Many resident and businesses see printed materials such as posters and door-dropped flyers as ineffective or wasteful. Several didn't realise that the Council had any communication channels at all. Showing a lack of awareness through activities and messaging.

There were several areas raised by resident and businesses for improvement, such as a greater clarity and focus on the Council's key messages and goals, an increase frequency and presence of the Council's message online and a need for further engagement with broader community groups.

They would like to see further use of new formats such as podcasts and radio, while maintaining the existing communication channels. There was a need to focus on more public-facing campaigns, such as an increase in face-

to-face engagement through pop-up surgeries or weekly meet ups. Using real stories or case studies in posts and content would help to humanise the content and make it more relatable.

Many resident and businesses found a clear disconnect between the Councils messaging and the publics awareness. This highlights the need for the Council to be more visible and active in the community while delivering on clear and relatable content, exploring the opportunities to broaden its communication reach beyond just digital communications.

#### 3.1.4 Residents and Businesses (by Wards)

While we received a collective response from the Resident and Business surveys, we can also explore a more detailed look per Ramsgate ward. As each ward has a different demographic and diverse population, we can better understand and tailor the communications going forward, to fit that audience. A full list of responses can be found in Appendix ii.

##### **Central Harbour**

Residents and businesses in Central Harbour have noticed recent improvements in social media visibility, which has helped them keep up-to-date, as well as the CommunityAd Magazine.

There was a clear frustration from this ward around heavily relying on posters and printed materials in noticeboards, especially when these are in certain areas that not everyone is able to reach.

Central Harbour residents and businesses would like to see a shift away from the traditional static formats and focus on a more inclusive engagement, particularly with groups that aren't typically involved in Council initiatives.

They would like to see an improvement on regular messaging through a variety of different communication channels, such as local radio and podcasts, all while working alongside social media, to create more dynamic content.

##### **Eastcliff**

Like resident and businesses in Central Harbour, those in Eastcliff have recognised the increase in improvements in social media visibility.

Eastcliff residents and businesses raised concerns around passive communication methods such as print, stating it was being overused.

Residents and businesses in Eastcliff would like to see more interactive communication in the form of polls or short videos, helping to reach those that are disengaged or those disconnected groups in Ramsgate. While they agree the Council's message is described as 'adequate', it lacks urgency and an emotional connection.

They would like to see the use of real-life case studies and human stories to make the messages feel relevant and relatable.

## **Pegwell**

Residents and businesses of Pegwell echo the comments made by other wards regarding social media coverage, stating it makes it easier to keep up with local updates.

Pegwell residents and businesses are unhappy with the reliance on traditional printed materials, stating that they are expensive, ineffective and environmentally unfriendly.

They suggest that different formats are explored, such as audio and video, using a storytelling approach to make it more relatable and personal.

The residents and businesses would like to see a greater visibility and emotional connection with the Council's messaging, one resident using the following phrase – 'don't just inform, connect.'

## **Nethercourt**

Nethercourt residents and businesses praise the use of social media, specifically Facebook, for seeing what is happening in the town.

As a ward that is on the outskirts of town, it was highlighted that the reliant use of posters, flyers and one-off communications aren't enough to reach Nethercourt. This has left residents feeling frustrated and 'left out', especially when it comes to main Council communications.

Just like the neighbouring wards, Nethercourt would also like to see local stories and interviews with both residents and councillors. They believe this will make the content feel more accessible and relatable.

Residents and businesses would like to see a move towards a continuous and narrative-driven communication style, including local radio, podcasts and community-based media, which would better connect with those residents that are less digitally engaged.

## **Newington**

Residents in Newington noted the improvements and increased activity via social media and the CommunityAd Magazine.

It was raised that for those that do not use digital channels or do not frequently visit areas where posters are displayed, they have a low awareness of the Council's message and communications.

Residents feel the messages informative, when they see them, but state that they 'lack unity'. Often residents in Newington feel 'left out' and 'forgotten' in Ramsgate.

They would like to see a broader outreach to residents in Newington, engaging directly through events and local surgeries. They want to see content that tells a story and not just a broadcasted static information post.

## **Northwood**

Northwood residents are grateful for the online communication via the website and social media, with some referring to it as 'the only source of communication with the council'.

Just like their neighbouring counterpart in Newington, Northwood residents feel the sense of being 'forgotten' about. They feel the traditional print media is outdated and ineffective at reaching them and wish for a more visible form of communication, such as surgeries or pop-up events.

Those in Northwood feel that the digital content should be more engaging and not just static information, the comments highlight the disconnect between the communication being used and the engagement with the residents.

Residents would also like to see 'real people's voices' used to demonstrate impact in messages and not the 'institutional tone' that the Council wishes to continually use.

## **Sir Moses Montefiore**

The residents of this ward acknowledge the positive shift in digital communications, especially via social media.

While residents feel traditional methods may no longer be fit for purpose, they wish the Council to explore additional avenues, new formats and channels, such as local radio, community meetups and regular events.

Sir Moses Montefiore residents feel that the messages used in communications are generic and want to see more 'place-based, community centred content'. Whether this is in the form of audio stories, additional project surveys inviting responses from local groups and providing short snapshots of local community projects. Residents would like to see a mix of professional tone with local personality.

## **Overall Observations**

While each ward in Ramsgate echoes very similar themes, there is a clear differentiation between them:

- **Central Harbour and Eastcliff:** A greater focus on broader channel use and increased visibility.
- **Pegwell and Nethercourt:** Greater message clarity and an emphasis on more relatable content within the community.
- **Newington and Northwood:** Direct community involvement on the ground level to increase the reach of residents.
- **Sir Moses Montefiore:** A greater need for innovation and experimentation of new formats.

Using the feedback from the wards in Ramsgate, we can tailor the Council's communications to try and effectively reach all residents.

### 3.1.5 Methods of Communications (Used and Considered)

As well as reviewing the effectiveness of the Council's communications, we asked two questions based on the methods of communications that are used and those that could be considered:

#### 1. What Methods of Communication are used?

#### 2. What Methods of Communication could be considered?

#### Used

A variety of answers were given to the first question; however the main ones have been used in the diagram below, a full list of survey answers can be found in Appendix i.

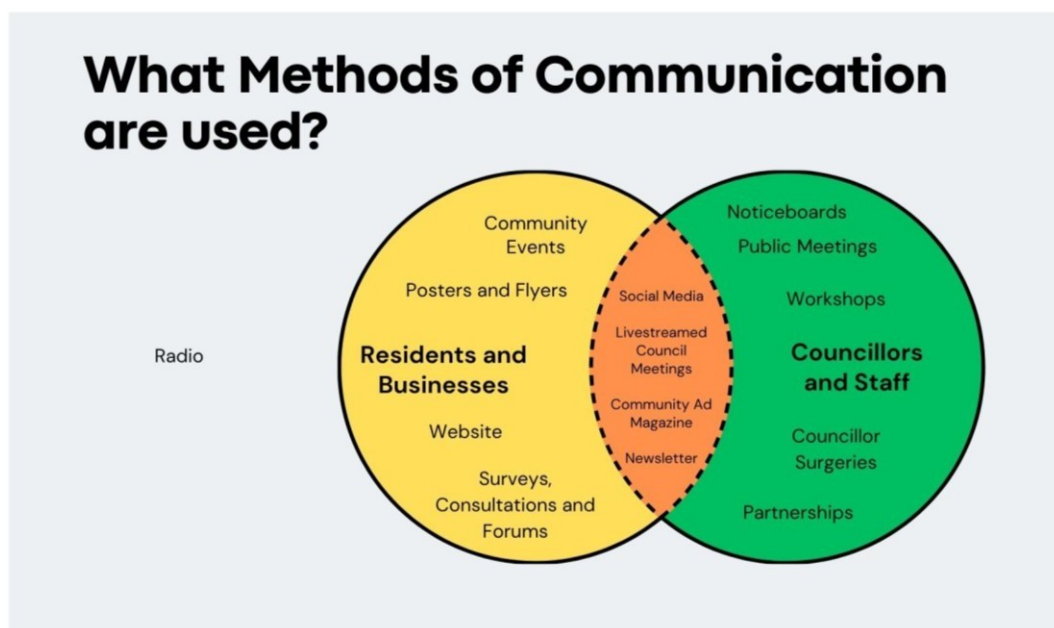
It was clear when the information was collated that there was a clear divide between what residents and businesses saw and what councillors and staff saw were used as methods of communication.

There were common themes highlighted, such as:

- Social Media
- Livestreamed Council Meetings
- CommunityAd Magazine
- Newsletter

There was only one method of communication that was not seen as used from anyone who completed the survey and that was local radio.

The information from the surveys clearly shows the divide between internal and external communications, showing just a small overlap of those that the Council performs well in.



## Considered

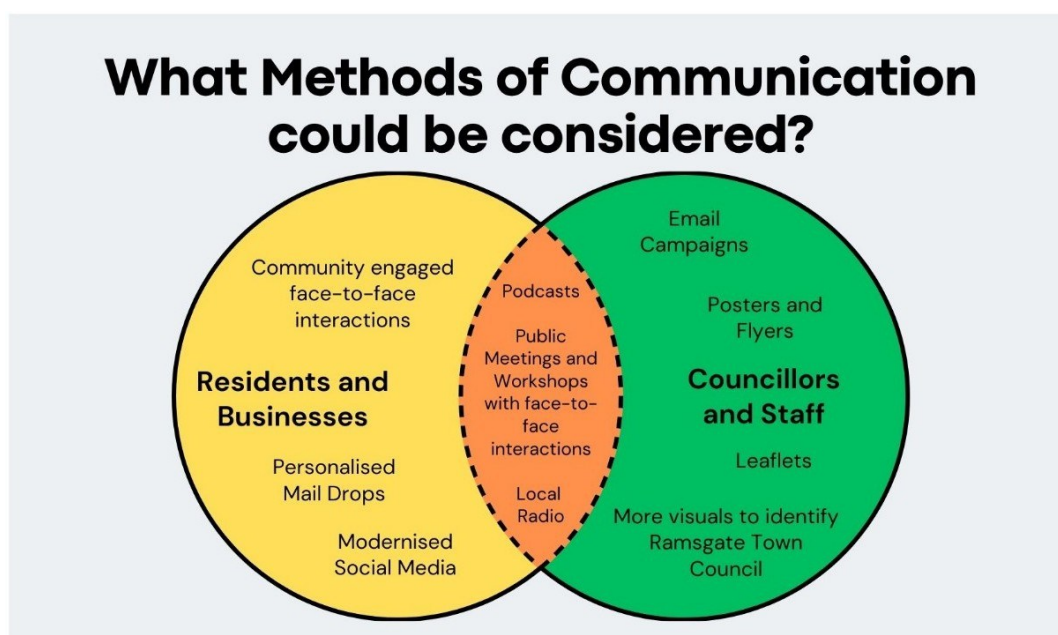
Although the second question is similar to the first question, it allowed those that completed the survey to specify what they wanted to be considered as future methods of communication.

Many answers reiterated the points made in the survey results, especially those resulting around modernisation of social media and the website, creating more visually stimulating content and the used of face-to-face interactions with the public.

Again, common methods were revealed from the survey, such as:

- Podcasts
- Public Meetings and Workshops with face-to-face interactions
- Local Radio

While these are the most common methods of communication that were brought to the Councils attention, the other suggestions detailed will also be considered. These will be considered for future use, in addition to our existing methods of communication.



### 3.2 Workshops

Councillors attended workshops to give clarity on what methods of communications they thought were crucial to their residents, this gave the opportunity to analysis whether this matched the survey results completed by residents in those wards.

Councillors across the wards largely agree with the feedback captured in the Communication Strategy and feel it accurately reflects the current situation. Where additional comments were made, they focused less on disagreement and more on practical delivery, capacity, and effectiveness of methods.

### **Key councillor wide themes:**

- **Broad agreement with findings**

Most councillors explicitly stated that they agree with the summary of feedback and had little or nothing further to add, indicating confidence in the accuracy of the strategy's conclusions.
- **Ongoing confusion about Council roles**

Councillors highlighted that residents still struggle to understand what different councils do, and that future change (e.g. reorganisation) could be an opportunity to address this more clearly.
- **Traditional communication still has a role**

Despite criticism of posters and noticeboards, councillors emphasised that printed communications remain essential for residents who are not online or do not regularly use social media.
- **Accessibility for older residents**

Concern was raised about how elderly residents contact the Council. Councillors highlighted the importance of retaining accessible, one-to-one communication methods, including telephone contact, given that a significant proportion of the population is over 65.
- **Visibility and promotion in public spaces**

Councillors emphasised the effectiveness of highly visible physical promotion, such as banners, posters and signage, especially in high-footfall areas, transport hubs and around the harbour, for both residents and visitors.
- **Quality and placement matter more than volume**

Where posters and printed materials are used, councillors stressed the importance of:

  - keeping information current.
  - removing outdated materials.
- **Engagement remains low despite promotion**

Councillors repeatedly noted poor attendance at surgeries and events, even when promoted online, suggesting that existing methods are not always effective on their own.
- **Capacity and realism**

There was recognition that introducing new communication methods must be achievable within available staff time and resources.

Overall, councillor feedback reinforces the need for clearer messaging, a balanced mix of communication methods, and realistic delivery, rather than a wholesale change in direction.

### **Central Harbour**

Summary of councillor comments:

- Agreement that the feedback provided.

- Recognition that residents still do not clearly understand what different councils do.
- Strong emphasis on retaining traditional communication methods alongside digital channels.
- Clear guidance on improving posters and printed materials by:
  - keeping content current.
  - removing outdated materials.
  - using a wider range of relevant, high-footfall locations (e.g. GP surgeries, community venues, leisure and wellbeing settings).
- Specific concern about accessibility for elderly residents, particularly the difficulty some experience in finding someone to speak to directly.
- Emphasis on the continued importance of telephone and one-to-one communication, given the size of the over-65 population.
- Strong support for increased physical visibility and promotion, including:
  - banners and flags.
  - large posters.
  - harbour, high street and station locations.
  - learning from successful seafront promotion in neighbouring towns.
- Acknowledgement that managing traditional communications is time-consuming and requires sufficient staff capacity.

Ward emphasis:

Inclusive, accessible communication that combines digital, traditional and highly visible physical promotion, with particular attention to older residents and visitors.

### **Eastcliff**

Summary of councillor comments:

- Councillors explicitly stated they agree with the feedback.
- No additional communication methods or concerns were raised.

Ward emphasis:

No ward-specific issues identified beyond general agreement.

### **Nethercourt**

Summary of councillor comments:

- Strong agreement with the summary and recognition of progress made.
- Clear call for a short, practical communication plan aligned to Council aims.
- Detailed view of what the Council should consistently communicate (role, services, costs, events, support).
- Emphasis on repeating messages and not assuming residents retain information.
- Recognition that capacity may limit new methods.
- Outline of existing ward level activity: surgeries, Facebook groups, leaflets, canvassing, email, website and phone contact.

Ward emphasis:

Structured, repeatable communication supported by clear objectives and monitoring, within realistic resource limits.

## **Newington**

Summary of councillor comments:

- Agreement with the feedback provided.
- Reduced engagement attributed to the temporary closure of the community centre.
- Continued use of a ward newsletter to maintain contact with residents.
- Suggestion to make greater use of ward-specific websites.
- Positive experience of well attended MP led coffee mornings, with interest in replicating similar councillor led events.

Ward emphasis:

Rebuilding local, face-to-face engagement once facilities reopen, supported by local online channels.

## **Northwood**

Summary of councillor comments:

- Agreement with the feedback.
- Social media promotion of surgeries results in very low attendance.
- Evidence that hand delivered letters significantly improve engagement.
- Posters in local shops have had mixed success.
- Suggestion that highly visible locations (e.g. churches) could improve awareness of town wide events.
- Openness to digital engagement tools, with caution about managing responses.

Ward emphasis:

More targeted, visible and locally focused communication, rather than reliance on social media alone.

## **Pegwell**

Summary of councillor comments:

- No additional comments were submitted.

Ward emphasis:

No ward-specific issues raised.

## **Sir Moses Montefiore**

Summary of councillor comments:

- Councillor confirmed agreement with the feedback.
- No additional comments or suggestions were made.

Ward emphasis:

No ward-specific issues raised.

## **Overall Observation**

The councillor feedback shows strong consensus rather than division. Most wards confirmed agreement with the feedback and only a small number offered additional detail.

Where comments were made, they focused on practical delivery, inclusivity, engagement levels and staff capacity, reinforcing the need for a clear, realistic and balanced communication approach.

### 3.3 SWOT Analysis

A SWOT Analysis was undertaken internally reviewing the Councils communications. This was split into four categories Helpful (Strengths and Opportunities), Harmful (Weaknesses and Threats), Internal (Strengths and Weaknesses) and External (Opportunities and Threats).

Splitting the SWOT Analysis into four categories allows the Council to identify what it is doing well and the communication methods that need to be worked on to remain effective.

## SWOT ANALYSIS

		Helpful	Harmful
<u>Internal</u>	<b>Strengths</b>	<ul style="list-style-type: none"> <li>Have Strategic Objectives</li> <li>Effective Website</li> <li>Magazine for all residents</li> <li>Good social media channels</li> <li>Livestream Council Meetings</li> <li>Accessible information</li> <li>Skilled staff</li> </ul>	<ul style="list-style-type: none"> <li>No Strategy</li> <li>Time allocated</li> <li>Relevant skills</li> <li>Large demographics in community</li> <li>Over-reliance on one communication channel</li> <li>Lack of understanding of audience</li> <li>Ineffective feedback</li> <li>Inconsistent communication</li> </ul>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>New communication channels</li> <li>Branding and identity</li> <li>Develop and improve existing channels</li> <li>Engage with schools and businesses</li> <li>Use local community groups</li> <li>Overcoming technological barriers</li> <li>Overcoming language barriers</li> <li>Targeted messaging</li> </ul>	<ul style="list-style-type: none"> <li>Reputation</li> <li>Misinterpretation</li> <li>Perception</li> <li>Fake news</li> <li>Vandalism and sabotage</li> <li>Technological barriers</li> <li>Language barriers</li> <li>Lack of transparency</li> <li>Limited access to information</li> </ul>
<u>External</u>			

#### 3.3.1 Helpful (Strengths and Opportunities)

##### **Strengths**

The Council has solid internal strengths that support effective communication and community engagement. One of these is the existence of the clear strategic objectives set by Council, these provide direction and purpose for decision-making. The Council also has an effective website which ensures information is readily accessible to residents, while the distribution of the CommunityAd Magazine to all residents acts as a consistent, reliable and inclusive communication channel.

The Council has an extensive social media outreach, which allows for real-time interaction with residents and by having accessible information to hand

allows the public to stay better informed about Council decisions. Livestreaming the council meetings demonstrates a commitment to transparency and builds trust with residents and the community. The presence of skilled staff ensures that the communications channels are professionally managed.

### **Opportunities**

Externally, there are many ways for the Council to strengthen and expand its communication efforts. There are always new communication channels becoming readily available, which will allow the Council to reach the more diverse segments of Ramsgate's population effectively, as well as younger audiences. There will always be the opportunity to refine the Council's branding and identity, allow the town to adapt to its ever-changing demographic. This should allow the Council to have a stronger and more consistent presence throughout Ramsgate.

The Council will continue to improve and develop on existing channels, maximising on its previous successes, while looking to build future partnerships with local community groups, schools and businesses. This will allow the potential for grassroots engagement from the ground up, helping to expand to a wider outreach in Ramsgate. The Council can use targeted messaging to tailor content to specific groups, helping to enhance the relevance to each ward and increase engagement across Ramsgate.

Overcoming technological and language barriers remains a significant opportunity for the Council, allowing for more inclusive communication with all resident demographics, making sure that nobody is left out or discriminated against.

### **3.3.2 Harmful (Weaknesses and Threats)**

#### **Weaknesses**

While there are various strengths to communication and engagement, there are also weaknesses. A common weakness would be the lack of a detailed communication strategy; this can lead to inconsistent messaging throughout the communication channels. Additionally, having a limited time allocated to tasks and having gaps in the skills of staff can restrict the quality and efforts made with engaging the public.

It can be a challenge when a community, like Ramsgate, has a large and diverse demographic, especially if tailored approaches are not taken to communicate with the public. It can become easy to over rely on a single communication channel, such as Facebook, which can alienate certain residents and wards in Ramsgate, especially if they require alternative methods and channels. Also having a lack of understanding for the audience can reduce the ability to connect and relate to residents in Ramsgate.

Feedback is required to adapt and respond to the communities needs, without this the communication will not be as effective. Having ineffective and inconsistent communication can result in distrust with residents, which will result in reduced engagement.

## Threats

There are several factors that could impact the Councils communications efforts. The Council prides itself on its reputation and public perception, to have communication messages misinterpreted can lead to the spread of 'fake news', which can undermine public trust, leaving the Council in a vulnerable position. As well as misinterpretation, there is the threat of sabotage of communication platforms and infrastructure, which can affect consistent messaging.

In addition to misinterpretation and sabotage, there is the concern of the lack of transparency, whether this is real or viewed by the public, it can create distrust and tension leading to a lack of credibility within the community.

While technological and language barriers are a weakness, they are also a threat to the Council, especially if certain demographics and not being reached or targeted appropriately. If there is limited access to information, either through incorrect formats of information, or simply due to the digital capabilities of the resident, it can exclude certain groups and reduce overall engagement with the public.

### 3.4 SMART Objectives

The Council has used the SMART objectives framework to ensure the goals are clearly defined and made achievable.



SMART stands for:

- **Specific** – Clear and focused addressing the who, what, where and why.
- **Measurable** – Being able to show clear indicators of progress or success.
- **Achievable** – Whether it is possible to accomplish with the resources and restrictions in place.
- **Realistic** – Is the objective practical and align with the broader goals and strategy.
- **Time-based** – Set within a specific timeframe to complete the objective.

Each of the 47 strategic objectives has been reviewed and processed using the SMART framework. This has allowed for targeted communication objectives to be created, which will guide the Councils communication efforts and drive consistent progress while being able to measure its impact within the community.

A copy of the Strategic Objectives set by the Council can be found in Appendix iii. The Communication Objectives created using the SMART framework, can be found in Appendix iv.

#### **4. CHALLENGES AND OPPORTUNITIES**

Effective communication requires a clear understanding of the difficulties that could reduce engagement, but also the opportunities that can enhance the Council's reach and message impact.

Identifying these will allow the Council to better tailor the strategies and address the gaps in communications. This will then allow the Council to expand on its current communication methods.

##### **4.1 Challenges**

A key challenge that the Council faces is helping to bridge the digital divide. Every ward in Ramsgate faces its own challenges, but every ward, at some time or another, has suffered from unreliable internet access. This limits the ability for residents to engage with the online campaigns, messages and updates provided by the Council, and vice versa. It is essential for information to be accessible to all residents in all wards, regardless of communication approach.

The Council uses various methods of communication, ranging from social media to printed materials, such as the CommunityAd Magazine and posters. There is the potential risk for conflicting information to be publicised. This can lead to public confusion and reduce the impact of the Council's original intended message.

Additionally, this can lead to misinformation and misinterpretation of Council initiatives, messages and updates, which can significantly affect the trust of residents and reduce future engagement. If the information is misleading or inaccurate and shared through informal channels, it can undermine the Council's efforts and create future barriers when trying to communicate with residents or get them to participate in future events or consultations.

##### **4.2 Opportunities**

Despite the challenges listed above, there are several opportunities that can help strengthen and expand the Council's communication methods.

The Council recognises the invaluable resource of building stronger relationships with local community groups, businesses and the media. These partnerships will help extend the Council's reach and build trust within the community.

Another opportunity identified is to expand the Council's digital communications by increasing its presence across online platforms and to explore new digital tools, which will help the Council to engage with a broader and more diverse audience, specifically the younger demographic. The Council will also look for new ways to engage with those residents who are not online, through more personal methods such as face-to-face interactions.

Data and analytics are one of the Council's most powerful tools. The correct data analysis can help to refine the Council's communication strategies even further. By monitoring engagement trends, resident behaviours and through regular feedback surveys, the Council can create more targeted campaign updates, ensuring communication engagement is not just well written but impactful, relatable and relevant on a personal level to residents.

## **5. PARTNERSHIPS AND COLLABORATION**

Strong partnerships and collaboration are vital to help increase the reach of the Council's communications. Ramsgate has a multitude of existing community networks that it can work alongside to deliver a more meaningful engagement.

The Council will focus more on working with the community to develop content and initiatives. By having partnerships that are 'ground level', it will allow the Council to shape its communications based on local voices and reflect the concerns and needs of the local community. This will also build on a level of trust, as the messaging will be more relevant to residents.

Alternatively, the Council will work in collaboration with neighbouring Councils, to work on projects, updates and initiatives that can affect residents. This will give the opportunity for both Councils to share best practices, align messaging on local issues and maximise on shared resources. By having a more coordinated approach, it will relay a more consistent message to residents with shared interests and issues, such as sustainability and public health and safety.

Partnering and building strong relationships with the local media, can offer a significant value to communications. Whether this is via online news platforms, local newspapers or even local radio stations, it is a powerful way for the Council to spread its messages and increase its reach to residents, especially those who may not view the digital content. Using the methods above, the Council will be able to create strong partnerships and help build on trust and transparency through consistent coverage in Ramsgate.

It is important for the Council to engage with local initiatives and businesses to build on its presence and impact within the community. By engaging with local businesses in Ramsgate, it allows the Council to help support the economic development of the town, while using existing networks to share information and updates that can benefit the town. Similarly, by collaborating with local youth organisations, it provides the opportunity to support grassroots initiatives and connect with audiences in an informed, but trusted, setting.

Targeting the younger demographic is one of the main priorities of the Council. This can be achieved by working with local schools, youth groups and community groups and hubs/centres. This can potentially open up the possibility of active engagement and participation from a younger audience.

## **6. TARGET AUDIENCES**

It is crucial to identify the correct audiences when communicating with the residents of Ramsgate. Being able to tailor the messages helps to deliver relevant and impactful information, while providing effective engagement.

### **6.1 Primary Audiences**

The Council's primary focus is the local community, residents and visitors. This includes but is not limited to:

- Residents
- Businesses
- Community and Voluntary Groups
- Schools
- Visitors

The residents of Ramsgate are, and will always be, the primary focus for all communications. The services, initiatives, messages and updates that are provided by the Council will always be aimed at the local taxpayer, keeping them informed on how their taxes is being spent.

The Council wants to see the town economy grow and prosper and highlights that businesses are another contributing audience to engage and partner with.

As mentioned previously, developing existing community group links that are at a 'ground level' is a great way to connect with the community. The Council can utilise the goodwill and community spirit that comes from these community groups, to connect with residents.

The Council recognises that more needs to be done to communicate with younger people within the community. By liaising with schools and colleges in Ramsgate, it will help to develop relationships and build on further engagement, especially getting younger people involved and aware of what the Council is working towards.

As well as working alongside businesses, the Council will be communicating with visitors to Ramsgate. The Council will be promoting the town's profile through events and other tourism related efforts.

### **6.2 Secondary Audiences**

While the primary audiences are the sole focus of the Councils communications, there are also secondary audiences that the Council communicates with. These stakeholders are not necessarily directly involved with all communications but are influential in the broader communications. This includes but is not limited to:

- Local Councils (Town, District and County)
- National Government Bodies (Main Government, Policy Direction, Funding Streams etc.)
- Media Outlets (Local, Regional and National)

The Council uses a wider support network involving other local councils to help coordinate and share common goals, especially for common interests in the local area.

The Council receives information from the Government and actively participates in consultations regarding future policy direction and potential funding opportunities. The Council uses the information it receives to direct its own policies and procedures.

The Council recognises that in order to spread the messages of the Council, it needs to use the local media outlets to reach its residents. Depending on the type of message, will determine whether the local, regional or national media is required. It is important to use local media to distribute information provided by the Council, helping to build on and shape public perception.

### 6.3 **Messaging**

After reviewing the strategic objectives and survey results, the Council was able to outline the key audiences, messages and tone it should be aiming to use in its communication.

The Council should have clear and effective communication, balancing the relevance of a message with clarity. By aligning the messaging with the audiences that have been identified, see below, the Council can make sure that the communication reflects the priorities of the community.

<b>RAMSGATE TOWN COUNCIL MESSAGING</b>		
<b>AUDIENCES</b>	<b>MESSAGES</b>	<b>TONE</b>
<ul style="list-style-type: none"> <li>• Young People.</li> <li>• Older People.</li> <li>• Residents.</li> <li>• Visitors.</li> <li>• Schools.</li> <li>• Dog Owners.</li> <li>• Businesses.</li> <li>• Active People.</li> <li>• Community Groups.</li> <li>• Volunteers.</li> <li>• Charities.</li> <li>• Parents.</li> <li>• Vulnerable.</li> <li>• Deprived.</li> <li>• Local Councils.</li> </ul>	<ul style="list-style-type: none"> <li>• Services we provide.</li> <li>• Events we run.</li> <li>• Who we are and what we do.</li> <li>• An inclusive Council.</li> <li>• What others do (things we don't do).</li> <li>• We are local, accessible and trusted.</li> <li>• Forward thinking and innovative Council.</li> <li>• Work to a high standard.</li> <li>• We are approachable.</li> <li>• Activities for a healthy lifestyle.</li> <li>• Conscience of the environment.</li> <li>• Concern for resident safety.</li> <li>• Support for businesses, event organisers and community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Simple - Easy to understand (Jargon free).</li> <li>• To the point (factual).</li> <li>• Formal (Council messages).</li> <li>• Informal (Visitor or community messages).</li> <li>• Relatable.</li> <li>• Consistent.</li> <li>• Respectful.</li> <li>• Constructive.</li> <li>• Optimistic.</li> <li>• Inclusive.</li> <li>• Caring.</li> </ul>

Tailoring the content to specific audiences allows for a more targeted approach, that will allow the Council to highlight certain services and initiatives that were previously not considered or seen by residents.

A recommended tone will help to emphasise the Councils messages, making them more relatable. For example, messages aimed at residents and schools may focus on local safety and healthy lifestyle activities, portraying a positive and optimistic tone. Whereas messages to businesses may be more formal but approachable, showcasing events in the town.

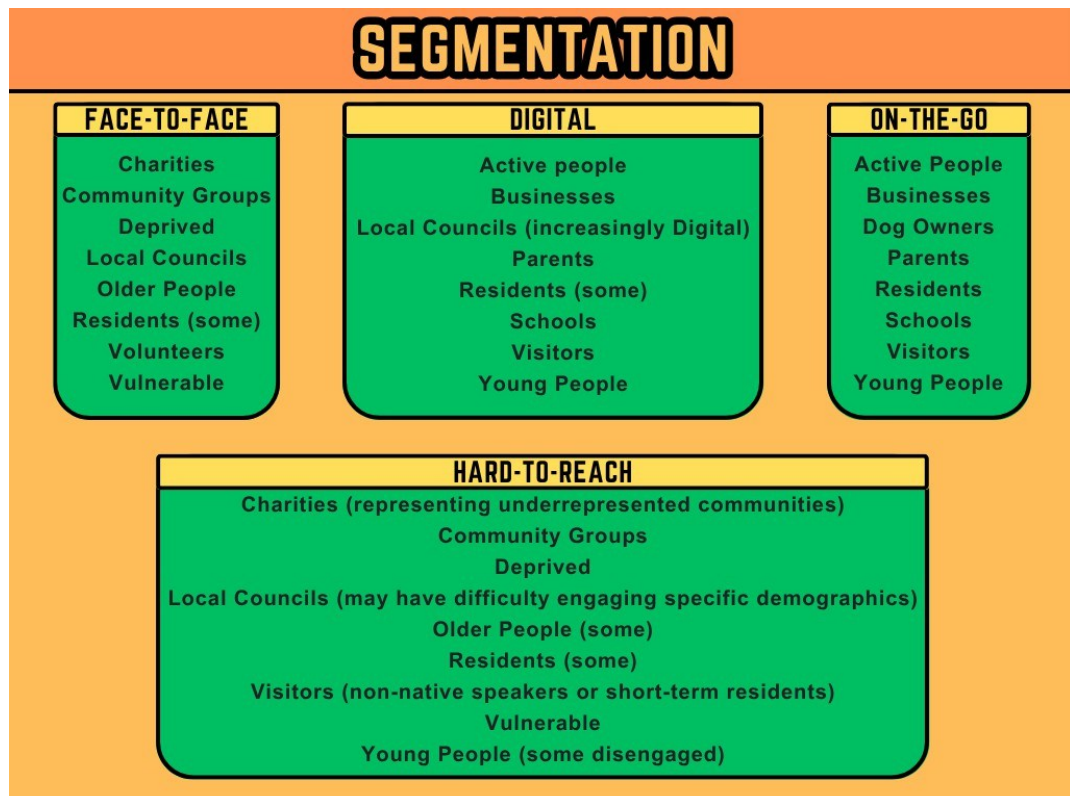
The Council ultimately wants to ensure reliable communication with residents and businesses, showing it can listen, act with integrity and be transparent with its decisions.

#### 6.4 Segmentation

Ramsgate is a diverse population with many different audiences. The Council recognises the need to segment these audiences to better suit its communication based on the differing needs and behaviours, these can be seen below.

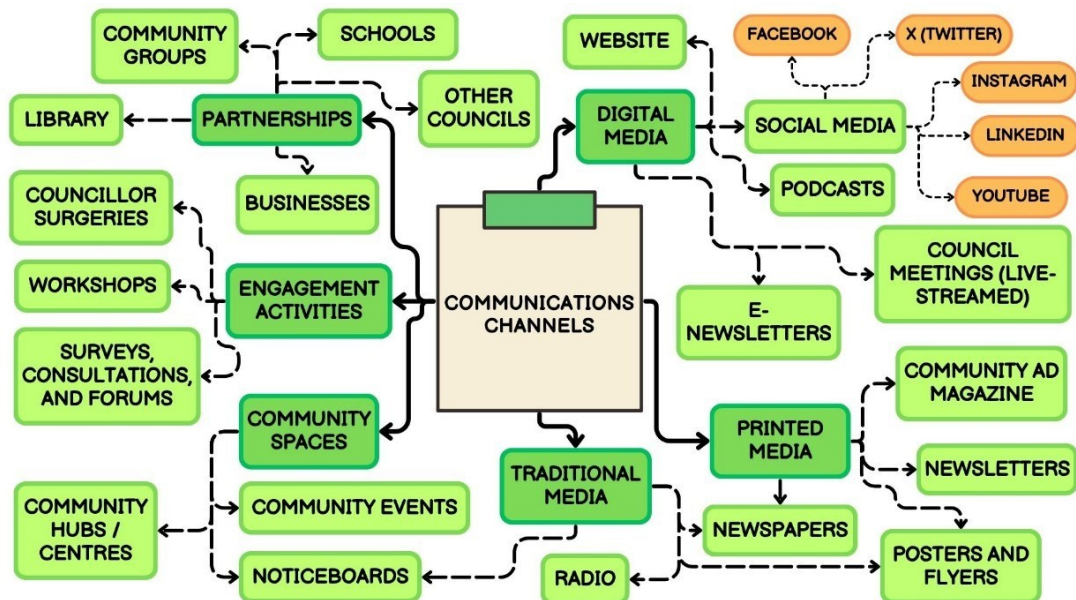
Four audience segments have been identified:

- **Digital** – These individuals prefer online communication channels such as social media, websites, newsletters and email.
- **Face-to-Face** – These individuals prefer more traditional methods of communication, such as public noticeboards, printed magazines and newspapers and face-to-face meetings.
- **On-the-Go** – These individuals prefer concise and accessible information delivered through quick and convenient methods, such as social media, text updates and informative graphics.
- **Hard-to-Reach** – These individuals or communities prefer alternative formats, due to barriers such as language, literacy, disability, or limited digital access.



## 7. KEY COMMUNICATION PLATFORMS AND METHODS

The Council uses, and has identified, a vast range of communication platforms and methods that will have effective engagement with residents, businesses and the community. These methods use a combination of both traditional and modern communications, to reach a wider audience. Below you can see the various methods identified.



### 7.1 Digital Media

The Council has identified a variety of digital media that can be used in its communications. Most of these are used already:

- Council Meetings (livestreamed).
- E-Newsletters.
- Official Council website.
- Podcasts (not used).
- Social media platforms:
  - Facebook
  - X (formerly Twitter)
  - Instagram
  - LinkedIn
  - YouTube

The Council aims to ensure it is providing good governance in Ramsgate. To make sure residents are fully aware of this, the Council livestreams all of its meetings. This is done to show complete transparency to residents regarding the decisions that are made by Council.

Regular e-newsletters are distributed to subscribers for different preferences, allowing for a more tailored communication with the public. There are two different newsletters, one for Council business and one for visitors. These have a collective audience of around 5,500 subscribers<sup>1</sup>.

<sup>1</sup> As of July 2025.

The newsletters used are:

- Keep Me Updated (Council Newsletter)
- Keep Me Active (Visit Ramsgate Newsletter)

The preferences are:

- Agendas and Minutes
- Livestream of Meetings
- Consultations
- Active and Outdoors
- Arts and Culture
- Entertainment and Nightlife
- Family-Friendly Attractions
- Food and Drink Experiences
- Heritage and History
- Shopping and Boutiques

The Council uses its website as a central platform for informing residents of news, updates and information on current Council services. The website is mobile friendly, and each page aims to be as concise as possible, giving the visitor the information they need quickly.

Although the Council does not currently offer podcasts as a communication method, it is something that will be considered. The Council is always willing to further expand the Council's digital presence, especially if it offers residents other ways of staying informed about decisions and progress.

The Council has an extensive social media presence, with an estimated 29,000 followers<sup>2</sup> across multiple accounts and five platforms. This is an effective method of communication for the Council to engage with residents, allowing a two-way communication with the public.

The platforms used are:

- Facebook
- X (formerly Twitter)
- Instagram
- LinkedIn
- YouTube

The accounts monitored are:

- Ramsgate Town Council
- Radford House
- Mayor of Ramsgate
- Visit Ramsgate

## 7.2 **Printed Media**

Although printed media is often seen as a method that will eventually be 'phased out', it is still an effective form of communication for the Council. It benefits residents who prefer physical formats or those that may have limited access to digital platforms. Below are different forms of printed media:

- CommunityAd Magazine
- Newsletters (not used)
- Newspapers
- Posters and Flyers

The Council is very fortunate to work with a local publishing company, CommunityAd, to create and distribute a local magazine to all residents in

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<sup>2</sup> As of July 2025.

Ramsgate. The Ramsgate CommunityAd Magazine is delivered bi-monthly to 21,000 households in Ramsgate and provides information to residents who may have limited access online.

While the Council provides e-newsletters it does not currently create physical newsletters. This is something the Council will explore, but with other methods such as the CommunityAd Magazine, this could be seen as additional work and duplication.

The Council works with local media outlets, especially newspapers, to distribute updates to the local community. By contributing content to a local newspaper, the Council can ensure that information is being spread to a wider audience.

Ramsgate hosts a vast array of events throughout the year, as well as many consultations. By displaying posters and flyers in the local library, community centres, noticeboards and in shops, it allows not just residents to be informed but visitors.

### **7.3 Traditional Media**

Traditional media plays a core part in the Councils communications. The majority of residents still look to these methods as a trusted source, given the information online that is not necessarily fact checked. These methods are:

- Newspapers
- Noticeboards
- Posters and Flyers
- Radio (not used)

There is an overlap between printed media and traditional media, this being newspapers and posters and flyers. Before digital media, residents relied on traditional and printed media as their source of information, many still rely on this today. Whether that is viewing a poster in a local shop or reading a press release in the local newspaper.

Ramsgate has many noticeboards spread around the town informing residents of local events, initiatives and updates. Noticeboards can be a reliable source of information for a resident; these are locked by the Council and only information checked by the Council is placed in them. This method is often used in conjunction with posters and flyers.

Currently, the Council does not use radio as a formal means of communication, however this is something the Council wishes to explore. The Council would like to reach a wider audience when informing residents of Council decisions and initiatives, and by involving a local radio station this can potentially reach 138,000 listeners. Radio will be helpful when trying to reach residents who may not engage with written or digital formats.

#### **7.4 Community Spaces**

Utilising local community spaces, can help improve engagement with residents, by using areas where residents regularly meet, can allow the council to place printed materials, attend events or even speak directly to residents. The local community spaces are:

- Community Events
- Community Hubs/Centres
- Noticeboards

As well as fund certain community events, the Council does attend them. Councillors often attend local community events, listening to residents and acting as a representative of the Council. Councillors inform residents, where appropriate, of updates and decisions that have been made and direct them to the relevant source for further information.

Community hubs/centres are a great place for residents to meet with representatives of the Council and discuss their priorities. It can also be a great opportunity for residents to find out more information through printed materials left at the community hubs/centres.

The noticeboards located within community spaces serve as a focal point for upcoming events, community news and updates around Council decisions that may affect that area.

Engaging with the community is essential in providing another accessible route of communication for the Council. It allows for a two-way interaction between residents and the Council.

These spaces help create informal conversations between the Council and residents, helping to build on trust and strengthen relationships within the community. This helps the Council provide a strong community voice for Ramsgate.

#### **7.5 Engagement Activities**

Engagement activities are a vital means through which the Council involves residents in local decision-making and service development. The engagement activities identified are:

- Councillor Surgeries
- Surveys, Consultations and Forums
- Workshops

These activities provide structured opportunities for feedback and dialogue with residents.

Councillor surgeries allow for more personal, face-to-face interactions between councillors and residents, helping address local concerns directly.

These activities help the Council to gather insights from a wide range of voices, ensuring that services reflect community needs and that residents feel heard and valued in the decision-making process.

## **7.6 Partnerships**

The Council builds strategic partnerships to enhance its communication capacity and extend its reach to residents. Such partnerships are:

- Businesses
- Community Groups
- Library
- Other Councils
- Schools

By collaborating with schools, community groups, businesses, and other councils', it enables the Council to share information more effectively and engage with different segments of Ramsgate.

These partnerships support joint initiatives, facilitate mutual promotion of services and events, and encourage coordinated responses to local issues. By using the networks and trust established by its partners, the Council is better able to engage with harder-to-reach groups and create more meaningful, community-led communication.

## **7.7 Internal Communication**

Within the Council, it is vital to ensure that Council staff are informed, aligned and engaged with the Councils activities. This is achieved by using various internal communications methods, such as:

- Feedback mechanisms (suggestion boxes and surveys).
- Internal communication channels (Microsoft Teams).
- Regular staff briefings and meetings.

Staff attend regular briefings and receive emails on up-to-date information. This helps maintain transparency and keep employees updated on Council priorities and developments, as they are made.

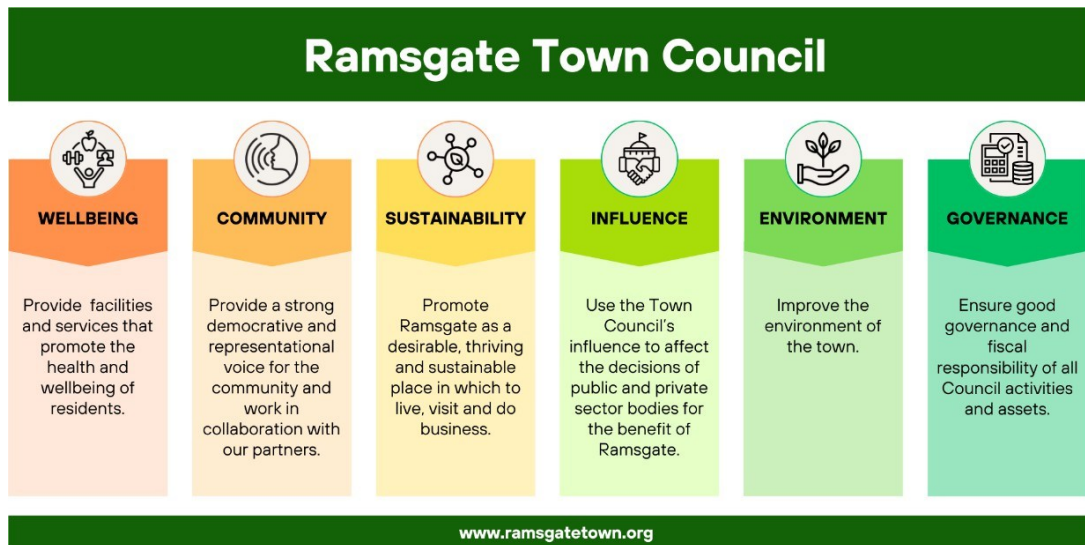
Council staff have access to a central resource for internal news, policy documents, and operational updates. Staff are encouraged to contribute ideas and feedback through various means, such as suggestion boxes and staff surveys and polls. This helps support a culture of openness and continuous improvement, while delivering on effective delivery of Council services.

## 8. ACTION PLANS AND CAMPAIGNS

### 8.1 Strategic Context

The Council's communication activities are guided by Ramsgate Town Council's six strategic objectives: Wellbeing, Democracy, Sustainability, Influence, Environment and Governance.

These objectives set the direction for how the Council delivers services, engages with residents, and manages its responsibilities. They also inform the development of communication campaigns and action plans that support organisational priorities and strengthen the relationship between the Council and the community.



In preparing the communication programme for 2026/2027, particular consideration has been given to the three priority areas identified by more than 1,500 residents who took part in the "Plan for Neighbourhoods" consultation, now known as "Pride in Places", for Thanet District Council.

These resident-led priorities form the basis of the Council's approved budget plan and drive the focus of upcoming communication activity:

1. Tackling Antisocial Behaviour
2. Ensuring Access to Good Healthcare
3. Supporting the Local High Street



#### 1. Tackling Antisocial Behaviour

Community safety emerged as the top concern for residents. Communications will therefore support initiatives aimed at reducing antisocial behaviour by promoting partnership work, improving the visibility of safety measures, encouraging reporting, and providing timely updates that build confidence in neighbourhoods.

#### 2. Ensuring Access to Good Healthcare

Access to reliable healthcare services was identified as a key factor in resident wellbeing. Communication efforts will advocate for improved

provision, signpost health-related support, and reinforce the Council's commitment to promoting physical and mental wellbeing.

### **3. Supporting the Local High Street**

A thriving town centre is essential to Ramsgate's economic vitality. Communications will focus on revitalisation initiatives, celebrating local businesses, encouraging footfall, and positioning Ramsgate as an attractive destination for residents, visitors, and investors.

Residents also called for improvements in town centre cleanliness and appearance, stronger economic and employment opportunities, better community infrastructure, enhanced transport and accessibility, and ongoing environmental care.

## **8.2 Annual Campaigns**

### **Community Engagement Drive**

A year-long effort to increase resident participation in Council activities, including meetings, public consultations, and community forums. This campaign will use both digital and traditional channels to raise awareness, highlight opportunities to contribute, and demonstrate how community voices influence decision-making. Focus will be given to involving under-represented groups to ensure inclusive engagement.

### **Digital Accessibility Initiative**

To ensure equal access to Council information and services, digital communication platforms will be improved to meet WCAG (Web Compliance Accessibility Guidelines) 2.2 AA standards. Work will include website enhancements, usability testing, and accessible content formats. Communications will promote these improvements and encourage ongoing feedback, supported by staff training to maintain accessibility standards.

### **Local Business Spotlight**

A programme celebrating Ramsgate's local businesses by showcasing them on Council channels through profiles, features, and seasonal promotions. This initiative supports economic development goals by increasing visibility for local enterprises and promoting Ramsgate as a vibrant place to work, visit, and shop.

### **Sustainability Awareness Campaign**

A campaign that will be designed to encourage environmentally responsible behaviour. Such activities will include the promotion of recycling, biodiversity, sustainable travel and energy-saving practices.

Communications will use educational content, events and partnerships with schools and community groups, as well as liaising with Thanet District Councils Energy Support Team. This campaign will highlight local achievements and success stories to inspire participation.

### **8.3 Crisis Communication Plan**

A robust, responsive communication framework will ensure the Council delivers accurate and timely information during emergencies.

#### **Rapid Response Team**

A group of staff from multiple departments will be responsible for gathering verified information, preparing public statements, and coordinating communication with emergency services and partners.

#### **Real-Time Digital Updates**

By using digital channels, including the website, social media and email alerts, the Council can provide immediate updates to residents. Pre-prepared templates and a centralised hub of information will support the quick distribution of clear and actionable guidance.

#### **Consistent Messaging**

Authorised spokespeople will ensure that messaging remains aligned, reliable and accountable. Internal communication processes will provide staff with the information required to support residents effectively during a crisis.

A copy of the Crisis Communication Plan can be found in Appendix v.

### **8.4 Public Consultation Communication Plan**

There should be a consistent approach to promoting, delivering and reporting on public consultations.

#### **Clear Communication**

Consultation campaigns will clearly explain their purpose, timelines and methods of participation. The communication will be tailored to each consultation and will be delivered using a range of channels that will reach the widest possible audience.

#### **Digital Engagement Tools**

The Council seeks to make every consultation as accessible as possible, whether this is through online surveys, virtual meetings and physical workshops. Real-time updates, reminders and progress reports will support engagement through each consultation period.

#### **Feedback and Reporting**

The outcomes of a consultation will be published clearly and promptly, demonstrating how resident feedback has informed decision-making. Summaries and infographics will be used to ensure the information is accessible, and easy to understand.

A copy of the Public Consultation Communication Plan can be found in Appendix vi.

## **9. EVALUATION AND METRICS**

Effective communication requires ongoing reviews to ensure that messaging is accurate and reaches residents, that channels remain fit for purpose, and that the Council is continuing to strengthen trust, transparency and engagement with the public.

Evaluation is carried out across all communication activity that is undertaken by the Council.

The evaluation framework focuses on three areas:

1. General Communications (day-to-day and campaign activity)
2. Crisis Communications
3. Public Consultation Communications

### **9.1 General Communication Methods**

The Council will regularly review its day-to-day communication activity, including digital updates, printed media, social media, events, newsletters and engagement campaigns, to ensure communications remain effective, inclusive and aligned with community expectations.

Evaluation of general communications will focus on the following areas:

- Reach and Visibility
- Engagement and Interaction
- Quality and Clarity of Messaging
- Audience Inclusion and Accessibility
- Internal Communications Effectiveness
- Alignment with Strategic Objectives and Resident Priorities

#### **Reach and Visibility**

- Website traffic and top-performing pages.
- Social media reach, impressions and follower growth.
- Footfall and engagement with posters, events and community spaces.
- Newsletter open rates and subscriber trends.
- Distribution impact of the CommunityAd Magazine.

These measures help to determine how well the communication channels are performing and whether information is accessible to different audience groups across Ramsgate's wards.

#### **Engagement and Interaction**

- Social media comments, shares, direct messages and sentiment.
- Attendance at Council events, surgeries and workshops.
- Engagement with public-facing activities such as pop-ups, drop-ins and forums.
- Participation in digital tools such as polls, videos and interactive content.

This ensures the Council understands how residents are interacting with messages, and not just consuming information, but responding to it.

### **Quality and Clarity of Messaging**

- Feedback from councillors, staff, residents and public.
- Surveys assessing resident awareness of Council roles, services and priorities.
- Reviews of brand consistency across platforms.
- Accessibility compliance (including WCAG 2.2 AA standards).

The Council must ensure that communication is professional, accessible and aligned with the Council's strategic objectives and values.

### **Audience Inclusion and Accessibility**

- Monitoring how well communications reach different ward demographics.
- Engagement from younger audiences, marginalised groups and hard-to-reach communities.
- Feedback from community groups, schools and partner organisations.
- Evaluation of non-digital communication effectiveness for residents with limited internet access.

No ward, resident or demographic is left behind, and this ensures that the Council meets its commitment to inclusive communication.

### **Internal Communication Effectiveness**

- Staff surveys and suggestion box feedback.
- Review of internal briefings and meeting outcomes.
- Assessment of communication between councillors, staff and committees.

A strong internal communication underpins external successes and ensures that staff can deliver consistent and accurate messages.

### **Alignment with Strategic Objectives and Resident Priorities**

- Assessment of whether communications support the six strategic objectives.
- Progress tracking on priority themes (antisocial behaviour, healthcare access, and the high street).
- Review of campaign outcomes against planned intentions.

These methods ensure the communication is focused, has a purpose and is visibly supporting the Council's commitments to the public.

To monitor these areas effectively, the Council will use monthly performance dashboards showing digital analytics, engagement levels and channel performance; quarterly internal reviews involving staff and councillors to assess progress and identify areas for development; annual resident and stakeholder feedback surveys measuring satisfaction, visibility, accessibility and clarity; and an annual communications review report, summarising evaluation findings and recommending improvements for the year ahead.

## 9.2 **Crisis Communication Plan**

The Crisis Communication Plan will be evaluated after every crisis or major incident, through a formal debrief process. This review will assess how effectively the Council communicated during the event and whether residents and partners received timely, clear and accurate information.

Key areas of the evaluation will include:

- **Timeliness and Accuracy of Information**  
Assessing whether essential messages were issued quickly, clearly and through the appropriate channels.
- **Operational Coordination**  
Reviewing how well the Rapid Response Team functioned, the flow of internal communication and the clarity of roles and responsibilities.
- **Public Reach and Engagement**  
Monitoring website traffic, social media activity, email performance and enquiry volumes during the incident.
- **Partner Feedback**  
Capturing input from emergency services, voluntary sector partners and other agencies involved in managing the situation.
- **Resident Understanding and Confidence**  
Gathering feedback from the public to establish whether they felt informed, reassured and able to take appropriate action.
- **Lessons Learned**  
Identifying improvements for future crises, including resource needs, procedural updates and staff training requirements.

A post incident debrief report will summarise findings and set out any required amendments to the Crisis Communication Plan, ensuring continuous readiness and resilience.

## 9.3 **Public Consultation Communication Plan**

The Public Consultation Communication Plan is evaluated after every consultation, ensuring that communication activity successfully supported awareness, accessibility, and resident participation.

This review helps refine approaches so that future consultation remains inclusive and effective. The evaluation will focus on:

- **Engagement and Participation Rates**  
Measuring response numbers, events attendance, demographic reach and participation through digital tools.
- **Channel Effectiveness**  
Reviewing the performance of communication channels such as social media, printed materials, email newsletters and local media coverage.

- **Clarity and Accessibility of Information**  
Assessing whether consultation materials were easy to understand, accessible and compliant with digital accessibility standards.
- **Quality of Public Responses**  
Evaluating whether residents provided meaningful, informed feedback that reflects a good understanding of the issues.
- **Resident and Business Feedback**  
Collecting into on the overall consultation process, including how participants felt about communication and engagement opportunities.
- **Reporting and Follow-Up**  
Ensuring that outcomes were communicated clearly and promptly, demonstrating transparency and accountability.

Each consultation concludes with a post-consultation review, outlining strengths, areas for improvement and recommended updates to future communication approaches.

**10. REVIEW**

This communication strategy will guide Ramsgate Town Council in fostering meaningful connections with its community, enhancing transparency, and achieving its strategic goals.

An annual review will be undertaken to ensure that the strategy remains responsive and adapts to the evolving needs of Ramsgate's residents and stakeholders.

**11. APPENDIX**

- i Survey Results – Councillors, Staff, Residents and Businesses (Overall).
- ii Survey Results – Residents and Businesses (Wards).
- iii Business Plan Strategic Objectives.
- iv Communication Strategy Objectives.
- v Crisis Communication Plan.
- vi Public Consultation Communication Plan.

# Communication Survey Results (Summary)

QUESTIONS	COUNCILLORS	STAFF	RESIDENTS AND BUSINESSES	MUTUAL POINTS
<b>WHAT HAS WORKED WELL IN THE PAST?</b>	<ul style="list-style-type: none"> <li>Support for community groups.</li> <li>Website.</li> <li>Social Media (Facebook).</li> <li>Community Magazine.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Community Ad Magazine.</li> <li>Publicity of Technicians Work.</li> <li>Group emails.</li> </ul>	<ul style="list-style-type: none"> <li>Community Magazines.</li> <li>Social Media (Facebook).</li> <li>Nothing.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Community Ad Magazine.</li> </ul>
<b>WHAT HAS NOT WORKED WELL?</b>	<ul style="list-style-type: none"> <li>Involving residents in decision and developing policy.</li> <li>Lack of forward planning.</li> </ul>	<ul style="list-style-type: none"> <li>Noticeboards in Town not updated as often.</li> <li>Links to promote local businesses.</li> <li>Publicising key updates from Council Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Outdated methods like Posters and Print.</li> <li>Lack of impactful or visible communication.</li> </ul>	<ul style="list-style-type: none"> <li>Outdated Posters, Noticeboards and Print.</li> <li>Involving residents in decisions.</li> <li>Publicising updates from meetings.</li> </ul>
<b>WHAT DO WE DO REALLY WELL RIGHT NOW?</b>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Community Ad Magazine.</li> <li>Website.</li> <li>Newsletter.</li> <li>Climate Change.</li> </ul>	<ul style="list-style-type: none"> <li>Livestream of meetings.</li> <li>Social media is regular and informative.</li> <li>Community Ad goes to every household.</li> </ul>	<ul style="list-style-type: none"> <li>Increased social media use.</li> <li>Ongoing Newsletter.</li> <li>Dissatisfaction with current efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Newsletter.</li> <li>Community Ad Magazine.</li> </ul>
<b>WHAT COULD WE IMPROVE ON?</b>	<ul style="list-style-type: none"> <li>Involve residents more.</li> <li>Modernise the website.</li> <li>Produce a forward plan.</li> <li>Pop up information in various locations in person for feedback from residents.</li> </ul>	<ul style="list-style-type: none"> <li>Better structure for how PR is released.</li> <li>Ramsgate Town Website</li> <li>Less filler and more about what RTC does.</li> </ul>	<ul style="list-style-type: none"> <li>Engaging with diverse groups.</li> <li>Clarify messaging.</li> </ul>	<ul style="list-style-type: none"> <li>Ramsgate Town Website.</li> <li>Clarifying messages.</li> <li>Better engagement and structure for PR.</li> </ul>
<b>IS THERE ANYTHING WE SHOULD STOP DOING?</b>	<ul style="list-style-type: none"> <li>Fireworks.</li> <li>No.</li> </ul>	<ul style="list-style-type: none"> <li>Certain Active Ramsgate campaigns.</li> <li>Repeating the same photos.</li> </ul>	<ul style="list-style-type: none"> <li>Cease reliance on printed materials that aren't widely accessed.</li> <li>Avoid ineffective initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Ineffective initiatives.</li> <li>Repetitive media.</li> </ul>
<b>IS THERE ANYTHING WE CAN DO DIFFERENTLY OR TRY?</b>	<ul style="list-style-type: none"> <li>Ward Newsletters.</li> <li>TikTok.</li> <li>Local radio.</li> <li>working with TDC and KCC.</li> <li>More noticeboards.</li> </ul>	<ul style="list-style-type: none"> <li>More video content.</li> <li>Interviews with Councillors and members of the community.</li> <li>TikTok.</li> <li>Improved graphics and banners</li> </ul>	<ul style="list-style-type: none"> <li>Explore multimedia approaches.</li> <li>Weekly surgeries.</li> <li>New initiatives like traffic-calming measures.</li> </ul>	<ul style="list-style-type: none"> <li>New social media channels.</li> <li>Local radio.</li> <li>More video content and improved graphics.</li> </ul>
<b>IS THE MESSAGE OF THE COUNCIL EFFECTIVE?</b>	<ul style="list-style-type: none"> <li>Yes, RTC has a good reputation in town.</li> <li>Yes but reach could be better outside of the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>It is a bit disjointed but effective.</li> <li>Not sure if the Councils vision is clear to residents.</li> </ul>	<ul style="list-style-type: none"> <li>It is informative but needs focus.</li> <li>Others find it ineffective or unclear.</li> </ul>	<ul style="list-style-type: none"> <li>Informative and effective, but could be clearer with more focus.</li> </ul>
<b>IS THE COUNCIL'S MESSAGE STRONG ENOUGH?</b>	<ul style="list-style-type: none"> <li>It could be stronger outside the town centre.</li> <li>We need a better image/identity.</li> </ul>	<ul style="list-style-type: none"> <li>Needs to be stronger and clearer.</li> </ul>	<ul style="list-style-type: none"> <li>Need for stronger clearer messaging.</li> </ul>	<ul style="list-style-type: none"> <li>Needs to be stronger and clearer.</li> <li>Better identity and image.</li> </ul>
<b>WHAT CAN MAKE THE COUNCIL'S MESSAGE STRONGER?</b>	<ul style="list-style-type: none"> <li>Clear vision and slogan.</li> <li>Leadership.</li> <li>A stronger image/identity and way of promoting Ramsgate visually.</li> </ul>	<ul style="list-style-type: none"> <li>Grouping messages so readers can follow a story.</li> <li>Clear Communications Objectives and focussed delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Highlighting relatable stories.</li> <li>Increased visibility and focusing on actionable content.</li> </ul>	<ul style="list-style-type: none"> <li>Relatable stories.</li> <li>Stronger identity for Ramsgate.</li> <li>Increased visibility and focus on delivery.</li> </ul>
<b>WHAT METHODS OF COMMUNICATION ARE USED? (E.G. NEWSLETTER, POSTERS, SOCIAL MEDIA ETC.)</b>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Community Ad Magazine.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Newsletter.</li> <li>Community Ad.</li> <li>Public meetings online.</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters.</li> <li>Social Media.</li> <li>Events.</li> <li>Livestreamed Council Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Newsletters.</li> <li>Community Ad Magazine.</li> <li>Livestreamed Council Meetings.</li> </ul>
<b>WHAT METHODS OF COMMUNICATION COULD BE USED?</b>	<ul style="list-style-type: none"> <li>Local radio.</li> <li>Posters.</li> <li>Leaflets.</li> <li>More visuals to be seen that can identify RTC across Ramsgate.</li> </ul>	<ul style="list-style-type: none"> <li>More public meetings and workshops.</li> <li>Podcasts.</li> <li>Email campaigns.</li> <li>Local radio.</li> </ul>	<ul style="list-style-type: none"> <li>Podcasts.</li> <li>Modernised Social Media.</li> <li>Personalised mail drops.</li> <li>Community engaged face-to-face interactions.</li> </ul>	<ul style="list-style-type: none"> <li>Podcasts.</li> <li>Local Radio.</li> <li>Public meetings and face-to-face interactions.</li> </ul>

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# Communication Survey Results (Residents by Ward)

QUESTIONS	CENTRAL HARBOUR	EASTCLIFF	NETHERCOURT	NEWINGTON	NORTHWOOD	PEGWELL	SIR MOSES MONTEFIORE
<b>WHAT HAS WORKED WELL IN THE PAST?</b>	<ul style="list-style-type: none"> <li>Facebook.</li> <li>Community Ad Magazine.</li> <li>Community Events.</li> <li>Emails.</li> <li>More Police and Traffic Wardens.</li> <li>Buses, Street Cleaning, Recycling and Rubbish Collection.</li> </ul>	<ul style="list-style-type: none"> <li>Clear signage around town and timely information updates.</li> <li>Local outreach events.</li> <li>Newsletters and Posters.</li> <li>Community Meetings.</li> <li>Street Cleaning.</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters.</li> <li>Maintaining Flower Beds.</li> <li>The Council monthly public meetings - well advertised and easy to attend.</li> <li>Street Cleaning.</li> </ul>	<ul style="list-style-type: none"> <li>Social media campaigns promoting town clean-ups.</li> <li>Engaging with local schools.</li> </ul>	<ul style="list-style-type: none"> <li>Community Ad Magazine.</li> <li>Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborations with local businesses on town events.</li> <li>The website used to have a clear layout.</li> <li>Informative posters in busier parts of town.</li> <li>Emails.</li> <li>Facebook.</li> <li>YouTube.</li> <li>Community Ad Magazine</li> </ul>	<ul style="list-style-type: none"> <li>Regular Community Newsletters.</li> <li>Communication across lots of channels.</li> </ul>
<b>WHAT HAS NOT WORKED WELL?</b>	<ul style="list-style-type: none"> <li>Clarity of messages.</li> <li>Community Ad Magazine.</li> <li>Flyers are limited.</li> <li>Website has outdated information.</li> <li>Lack of advertising events.</li> <li>Communication on upcoming projects.</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistent responses to resident emails.</li> <li>Information is not regular enough.</li> <li>Invite to attend Council Meetings.</li> <li>Poor visualisation of Council Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>The Website navigation feels cluttered making it hard to find key updates.</li> <li>Communicating to the wider public.</li> </ul>	<ul style="list-style-type: none"> <li>Long response times on Social Media queries.</li> <li>Insufficient outreach to elderly residents without Internet.</li> <li>The Council email blasts can feel out of touch and overly Formal.</li> <li>Some Council meetings are poorly advertised.</li> </ul>	<ul style="list-style-type: none"> <li>Relying on posters and print media that is town centre focussed.</li> <li>Regular information.</li> <li>Website is overloaded with information, yet missing basic updates.</li> </ul>	<ul style="list-style-type: none"> <li>Neighbourhood Plan.</li> <li>Not enough public notices in less central areas.</li> <li>Event announcements don't reach everyone, especially non-digital folks.</li> <li>Social media isn't used effectively to encourage engagement.</li> <li>Postal.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of interest once elected.</li> <li>Responses on Social Media are often delayed or left unanswered.</li> </ul>
<b>WHAT DO WE DO REALLY WELL RIGHT NOW?</b>	<ul style="list-style-type: none"> <li>Facebook.</li> <li>Community Ad Magazine.</li> <li>Community Food Banks.</li> <li>Ramsgate Town Website.</li> <li>Emails and Surveys.</li> <li>Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Community Ad Magazine.</li> <li>Newsletters.</li> <li>Regular Email Updates.</li> <li>Real-time traffic alerts on the Website.</li> </ul>	<ul style="list-style-type: none"> <li>Combination of Facebook and Newsletters.</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement through surveys and feedback.</li> <li>Social Media posts are informative and timely.</li> <li>Council sponsored Community Events help bring people together.</li> <li>Local printed flyers are helpful for those without Social Media access.</li> </ul>	<ul style="list-style-type: none"> <li>More Social Media coverage.</li> <li>Regular Newsletters.</li> <li>Council Website and Posts.</li> <li>Meeting summaries are useful, but only when shared broadly, which isn't always.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteers.</li> <li>Website updates about local events and public works.</li> <li>Email updates cover key issues - though are long winded.</li> <li>Community drive initiatives feel supported by the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Nothing</li> <li>No regular schedule, updates on Social Media are decent.</li> <li>Develop partnerships.</li> </ul>
<b>WHAT COULD WE IMPROVE ON?</b>	<ul style="list-style-type: none"> <li>More Communications.</li> <li>Street Cleaning.</li> <li>Increase Public Meetings.</li> <li>Text-alert system for updates.</li> <li>Undertake an Annual Survey.</li> <li>Reinforce more constantly what Ramsgate Town Council does.</li> <li>Rebrand/redesign.</li> <li>Website navigation and design.</li> <li>Grow Social Media channels.</li> </ul>	<ul style="list-style-type: none"> <li>More advertising and Social Media.</li> <li>Transparency over Ramsgate communications and priorities.</li> <li>Make Newsletters shorter and more visually engaging.</li> <li>More Posters.</li> </ul>	<ul style="list-style-type: none"> <li>Wider audience learning of your work.</li> <li>Expand Social Media platforms.</li> <li>Social Media presence so people can see/read about Council plans.</li> <li>Simplify Website layout.</li> </ul>	<ul style="list-style-type: none"> <li>Create a mobile app.</li> <li>Improve timeliness of Website updates.</li> <li>Post event information sooner.</li> </ul>	<ul style="list-style-type: none"> <li>Engaging with the community groups that are not close to the Harbour.</li> <li>Create more interactive posts on Social Media to engage people.</li> <li>Improve access to updates for elderly residents.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate more with schools to get young people involved.</li> <li>Hold town hall meetings in a more informal setting.</li> <li>Support private businesses.</li> <li>Support Ramsgate Football Club.</li> </ul>	<ul style="list-style-type: none"> <li>Use Instagram more.</li> <li>Repair lift on Wellington Crescent.</li> <li>Work with local organisations to have the same communications.</li> </ul>
<b>IS THERE ANYTHING WE SHOULD STOP DOING?</b>	<ul style="list-style-type: none"> <li>Stop giving money to vanity projects.</li> <li>Magazine - Not cost effective.</li> <li>Relying heavily on Website for Announcements.</li> <li>Stop making everything online.</li> <li>Avoid launching new projects without proper community consultation.</li> </ul>	<ul style="list-style-type: none"> <li>X (Twitter) and YouTube in terms of Council Meeting uploads.</li> <li>Sending lengthy Newsletter updates.</li> <li>Stop having long Council Meetings without clear, actionable information.</li> </ul>	<ul style="list-style-type: none"> <li>Avoid scheduling public meetings during work hours.</li> <li>Stop sending out emails with walls of text - keep it brief and to the point.</li> <li>Presuming everyone is digital.</li> </ul>	<ul style="list-style-type: none"> <li>Stop using heavy language - get to the point.</li> <li>Focusing only on main wards for outreach.</li> <li>Don't overuse jargon - keep it simple.</li> <li>Stop relying on email as main communication.</li> </ul>	<ul style="list-style-type: none"> <li>Relying on printed materials as a main source of communication.</li> <li>Magazine is a waste of time and money.</li> <li>Cut down on repetitive announcements.</li> <li>Avoid publishing reports with minimal public interest.</li> </ul>	<ul style="list-style-type: none"> <li>Posting less relevant content on Social Media.</li> <li>Avoid putting announcements in central locations.</li> <li>Refrain from overly formal language.</li> </ul>	<ul style="list-style-type: none"> <li>Stop posting meeting recordings only on the Website, consider Social Media too.</li> </ul>
<b>IS THERE ANYTHING WE CAN DO DIFFERENTLY OR TRY?</b>	<ul style="list-style-type: none"> <li>More proactive.</li> <li>Introduction of 20mph in Ramsgate.</li> <li>Weekly surgery in the Library.</li> <li>Support get fit schemes and young people for employment.</li> <li>Wider community engagement.</li> <li>Use podcasts to discuss town matters.</li> <li>Host events targeted at young residents.</li> <li>Drop ins for debate and project updates.</li> <li>Advertise events.</li> <li>Engage with the public more frequently.</li> </ul>	<ul style="list-style-type: none"> <li>Cross demographic focus groups.</li> <li>Hold monthly Q&amp;A sessions with the Council.</li> <li>Use more visuals in Social Media posts.</li> <li>Use Newspaper format.</li> <li>Use Radio for discussion and interviews.</li> </ul>	<ul style="list-style-type: none"> <li>QR codes linking to the Newsletter sign up Webpage.</li> <li>Support youth organisations.</li> <li>Host online Q&amp;A sessions where people can ask questions in real-time.</li> <li>Put information in local areas like supermarket boards.</li> </ul>	<ul style="list-style-type: none"> <li>Text message alert system.</li> <li>Partner with local influencers for updates.</li> <li>Let residents submit feedback directly through the website.</li> <li>Hold weekly coffee chats with a Council member for informal engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Use more multimedia posts, rather than standard text and image.</li> <li>Get out in the community.</li> <li>An app for quick notifications and news.</li> <li>A digital community bulletin board for residents to share ideas.</li> </ul>	<ul style="list-style-type: none"> <li>Provide visuals of planned developments.</li> <li>Try podcasts discussing key town issues to reach a different audience.</li> <li>Start a YouTube channel for Council meeting summaries.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce video updates to make information more digestible.</li> </ul>
<b>IS THE MESSAGE OF THE COUNCIL EFFECTIVE?</b>	<ul style="list-style-type: none"> <li>No.</li> <li>Doesn't reach the right audience.</li> </ul>	<ul style="list-style-type: none"> <li>No.</li> <li>Lacks inclusivity for all age groups.</li> <li>Tone feels distant, help make it more relatable.</li> </ul>	<ul style="list-style-type: none"> <li>Gets the point across but could be more straightforward.</li> <li>Could be more succinct - scope seems wide.</li> </ul>	<ul style="list-style-type: none"> <li>Effective for local matters but not for long-term plans.</li> <li>Effective but sometimes too formal.</li> <li>Some issues don't get to the heart of the issues.</li> <li>Clear but lacks any real call to action for residents.</li> </ul>	<ul style="list-style-type: none"> <li>Informative but could focus on key issues.</li> <li>Often feels like there is too much information crammed in.</li> <li>Too focused on formal updates, could be more community oriented.</li> </ul>	<ul style="list-style-type: none"> <li>Often effective but lacks follow-up.</li> <li>The Council updates sometimes miss the mark on relevance.</li> <li>Clear but not always shared on platforms where people look.</li> </ul>	<ul style="list-style-type: none"> <li>Messages are clear but others come across as overly formal.</li> </ul>
<b>IS THE COUNCIL'S MESSAGE STRONG ENOUGH?</b>	<ul style="list-style-type: none"> <li>No.</li> <li>Needs reinforcing with actions.</li> </ul>	<ul style="list-style-type: none"> <li>No - better connection required with Thanet District Council.</li> <li>Could be more impactful.</li> <li>Message lacks urgency.</li> </ul>	<ul style="list-style-type: none"> <li>No.</li> <li>It's adequate but lacks emotional appeal.</li> <li>It's fine for some issues, but too soft on others.</li> </ul>	<ul style="list-style-type: none"> <li>Needs more clarity in its objectives.</li> <li>Could benefit from stronger visuals.</li> <li>Often feels too vague and could be clearer.</li> <li>Lack of specifics.</li> </ul>	<ul style="list-style-type: none"> <li>Adequate but lacks urgency or fully captures the communities attention.</li> <li>Focus more on highlighting achievements or community impact.</li> <li>Unclear how residents can take action based on the message.</li> </ul>	<ul style="list-style-type: none"> <li>No too neutral.</li> <li>It doesn't feel like it addresses resident concerns.</li> <li>Lacks emotional appeal, it's mostly factual which doesn't always resonate.</li> </ul>	<ul style="list-style-type: none"> <li>Could be stronger in expressing the Council commitment to the community.</li> </ul>
<b>WHAT CAN MAKE THE COUNCIL'S MESSAGE STRONGER?</b>	<ul style="list-style-type: none"> <li>Good design supported by a strategy.</li> <li>Clearer, focused and meaningful.</li> <li>Direct relationships with the community.</li> <li>Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>Clear visuals and data on community progress.</li> <li>More community involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Advertising on Social Media.</li> <li>Regular updates on Council achievements.</li> <li>Need to see and recognise Councillors to put views across.</li> </ul>	<ul style="list-style-type: none"> <li>Simplified language for clarity.</li> <li>Stronger Social Media visuals.</li> <li>Show clear impacts of Council actions.</li> <li>Have Council members share updates personally in videos.</li> </ul>	<ul style="list-style-type: none"> <li>Use real life stories from the community to demonstrate the Councils impact.</li> <li>More visible.</li> <li>Speak more like a neighbour and less formal.</li> <li>Regular progress reports on key issues.</li> </ul>	<ul style="list-style-type: none"> <li>More interaction with local schools.</li> <li>Add visuals to convey key statistics or updates.</li> <li>Reaffirm commitments in messages and build trust.</li> </ul>	<ul style="list-style-type: none"> <li>Clear information on where the Councils policies can be seen.</li> <li>More effective use of Social Media.</li> <li>Short punchy updates instead of long paragraphs.</li> </ul>
<b>WHAT METHODS OF COMMUNICATION ARE USED? (E.G. NEWSLETTER, POSTERS, SOCIAL MEDIA ETC.)</b>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Newsletters.</li> <li>Community Ad Magazine.</li> <li>Community Events.</li> <li>Surveys and Consultation.</li> <li>Emails.</li> <li>Posters and Flyers.</li> <li>Website.</li> <li>Livestreamed Council Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters.</li> <li>Social Media.</li> <li>Website.</li> <li>Community Ad Magazine.</li> <li>Posters and Flyers.</li> <li>Community Events.</li> <li>Livestreamed Council Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters.</li> <li>Social Media.</li> <li>Community Ad Magazine.</li> <li>Surveys and Consultations.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Website.</li> <li>Community Ad Magazine.</li> <li>Posters and Flyers.</li> <li>Livestreamed Council Meetings</li> <li>Noticeboards.</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters.</li> <li>Social Media.</li> <li>Livestreamed Council Meetings.</li> <li>Posters and Flyers.</li> <li>Website.</li> <li>Community Ad Magazine.</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters.</li> <li>Social Media.</li> <li>Community Ad Magazine.</li> <li>Noticeboards.</li> <li>Livestreamed Council Meetings.</li> <li>Community Events.</li> <li>Partnerships.</li> <li>Website.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Community Ad Magazine.</li> <li>Workshops.</li> <li>Community Events.</li> <li>Councillor Surgeries.</li> <li>Posters and Flyers.</li> </ul>
<b>WHAT METHODS OF COMMUNICATION COULD BE USED?</b>	<ul style="list-style-type: none"> <li>Social Media.</li> <li>Face-to-Face meetings.</li> <li>Mail Drops.</li> <li>WhatsApp messaging.</li> <li>Community Forums.</li> <li>Councillor updates via forums</li> <li>email.</li> <li>Workshops and Community Events.</li> </ul>	<ul style="list-style-type: none"> <li>Social Media with link to website.</li> <li>Video updates from Council members.</li> <li>Podcasts to discuss local issues with resident guests.</li> <li>Community Events.</li> <li>Not the method but the copy, not engaging enough.</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated mobile app.</li> <li>Text alerts.</li> <li>Large billboards.</li> <li>More Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>Community Podcast.</li> <li>Weekly SMS updates.</li> <li>Interactive Instagram stories for polls or Q&amp;As.</li> <li>Short recap emails that summarize updates.</li> </ul>	<ul style="list-style-type: none"> <li>Radio and Podcast.</li> <li>More Social Media</li> <li>Live video updates on Facebook.</li> <li>WhatsApp groups for each ward.</li> </ul>	<ul style="list-style-type: none"> <li>ITV Meridian.</li> <li>Digital bulletin board on Website.</li> <li>Mobile app for all Council information.</li> <li>Weekly or bi-weekly video messages with key updates.</li> </ul>	<ul style="list-style-type: none"> <li>Through local Councillors.</li> <li>Face-to-Face</li> <li>More regular Instagram updates.</li> </ul>

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## **RAMSGATE TOWN COUNCIL**

### **BUSINESS PLAN MAY 2023 TO APRIL 2027**

**(Adopted December 2022, updated October 2024)**

## **INTRODUCTION**

### **What is the Town Council Business Plan?**

It is a statement of the Town Council's vision for the town, its purpose, values, objectives and key priorities. It sets out what Ramsgate Town Council itself can achieve, either directly or by trying to increase its influence on the relevant delivery body, such as Thanet District Council.

The aim of the Business Plan is to give Ramsgate's residents a clear understanding of what the Town Council is trying to achieve and how it intends to deliver this. It details what the Town Council intends to focus on over the next four years. The Business Plan will be used each year to plan activities and set the budget for the coming year.

### **Why should the town council have a Business Plan?**

Having an agreed strategy will provide a framework for the Town Council to work within, enabling it to operate in a more consistent and co-ordinated way.

The Plan helps the Council to minimise risks, and clearly justifies the budget and the Council's actions to all parties. It provides a benchmark for reviewing the Council's performance and shows that the Council has planned its activities with care. The Plan provides a basis for additional decision making and provides clear guidance to your Town Councillors and officers.

At the same time, the Business Plan will help the local community to have a better understanding of what the Town Council does and what it doesn't do, by explaining what issues fall under the responsibility of other delivery bodies such as Thanet District Council and other statutory organisations.

It is a 'live' document which the Town Council will update regularly, enabling us to track and monitor its progress against the key priorities. Because the Business Plan will be publicly available, Ramsgate's residents will also be able to monitor progress.

### **The Town Council**

Ramsgate Town Council (RTC) was formed in in April 2009; there are 16 Councillors who represent seven Wards (Central Harbour, Northwood, Newington, Eastcliff, Nethercourt, Pegwell and Sir Moses Montefiore).

The Council has 13 members of staff who are managed by the Town Clerk & Responsible Finance Officer. Contact details for all the Councillors and officers can be found on our website.

The Council meets monthly and there are four committees: Asset Management, Planning & Infrastructure, Finance & General Purposes and Town Promotion, and a variety of sub-committees and working groups that focus on specific areas of business in greater detail, which meet at least quarterly. All Council and Committee meetings are open to the public, who can attend in person or watch on our YouTube channel. There is also a section of every full Council meeting when time is set aside for members of the public to ask questions or make comments on the Council's work.

## Values & Conduct

The Town Council has adopted the model Code of Conduct that sets out the standards of behaviour expected of Councillors. This can be viewed by clicking on the following link - ([www.ramsgatetown.org/town-council/policy-and-procedures](http://www.ramsgatetown.org/town-council/policy-and-procedures)).

The Council has also committed to the following values:

- To conduct its business with integrity and impartiality
- To remain open and accountable
- To make the most efficient and effective use of resources
- To encourage co-operative and partnership working
- To consult and listen to local people
- To support, value and develop staff, enabling them to continue to improve the quality of our services
- To project clear and positive leadership in the community

## Assets

RTC has a modest asset list and actively seeks transfers of assets if funding is available and the transfer aligns with its regeneration policy. The current portfolio includes:

- **Allotments** (Multiple sites)  
Freehold of three statutory allotment sites, and lease of two non-statutory allotment sites from the District Council.
- **Charlotte Court**  
Freehold. Small town centre courtyard. Acquired under asset transfer from Thanet District Council.
- **The Custom House**  
Leasehold of over 100 years. RTC's administrative base and Visitor Information Centre. Part let to RNL and a commercial tenant
- **The Montefiore Woodland**

Freehold. Five acres of woodland jointly managed by RTC and a volunteer group. Acquired via asset transfer.

- **Radford House**

Freehold. Former Fire Station purchased for community purposes, pending refurbishment commencing in 2025.

## **STRATEGIC OBJECTIVES**

The following objectives will inform all activities of the Council in 2023 – 2027:

**SO1. Provide facilities and services that promote the health & wellbeing of residents**

**SO2. Provide a strong democratic and representational voice for the community and work in collaboration with our partners**

**SO3. Promote Ramsgate as a desirable, thriving and sustainable place in which to live, visit and do business**

**SO4. Use the Town Council's influence to affect the decisions of public and private sector bodies for the benefit of Ramsgate**

**SO5. Improve the environment of the town**

**SO6. Ensure good governance and fiscal responsibility of all Council activities and assets**

## **ACTION STEPS 2024/2025 FINANCIAL YEAR**

The following actions are planned for the year 2024/2025, though the work of the Council is not limited by these plans. The Council is always ready to consider new projects and challenges, and some plans may not come to fruition during the year, if for example a contribution is required from other partners.

Some activities also support multiple Strategic Objectives. For the purpose of this document activities have only been listed once.

**SO1. Provide facilities and services that promote the health & wellbeing of residents.**

How will this be achieved:

- 1.1 Continued good management of over 400 allotment plots across 5 sites (3 statutory, 2 non-statutory). The Council will also look out for opportunities to create new allotment sites.
- 1.2 Progress development of an Open Spaces Strategy, which includes:
  - 1.2.1 Continued maintenance of open spaces on behalf of the District & County councils, and increasing our areas of responsibility to include a number of 'pocket parks' across Ramsgate.
  - 1.2.2 Support and enable the volunteer gardening groups.

- 1.3 Organise various improvement projects with organisations such as Community Pay Back, Pfizer's community team and Ramsgate Town Team.
- 1.4 Undertake "Facelift Thursday" projects whereby public areas that are suffering from neglect are tackled by the team of Technicians (within their capabilities, and in co-operation with responsible landowner).
- 1.5 Maintain Charlotte Court as suitable space for playing of Pétanque, and for other opportunities and activities that may be suitable.
- 1.6 Manage the Montefiore Woodland in conjunction with the volunteer group.
- 1.7 Develop a community centre at Radford House – and in 2024/2025 specifically:
  - 1.7.1 Tender for construction work to be completed, a contractor and final budget to be confirmed, works to start.
  - 1.7.2 Preparation for opening and implementation of business plan to take place (incl. staffing arrangements, branding, advertising, legal agreements, furniture, IT provisions).
- 1.8 Provide community facilities at the Custom House.
- 1.9 Provide funding and resources to assist organisations that help those in need in the community (for example, the Citizen's Advice Bureau, The Salvation Army and the Rape Crisis Counselling Service).
- 1.10 Continue to provide grants to community groups via the Ramsgate Fund and Councillors' Ward Grant budgets (for supporting small, targeted projects that benefit their Ward, without having to seek approval of the Council/a Committee).
- 1.11 Provide assistance and encourage Friends' Groups and volunteering opportunities.
- 1.12 Promote activities within Ramsgate via the CommunityAd Magazine, delivered bi-monthly to all households in Ramsgate.
- 1.13 In conjunction with the Council's Assets Strategy, work with TDC on the devolution of assets. In 2025 this will include exploring the following:
  - 1.13.1 Cliff Top Shelters
  - 1.13.2 East Cliff Lift
  - 1.13.3 East Cliff Bandstand and surrounding area.
  - 1.13.4 A Beach Club for the East Cliff
- 1.14 To encourage the District Council to provide public conveniences where needed, including season facilities, and consider providing the latter where the District Council will not.

## **SO2. Provide a strong community voice and work in collaboration with our partners**

### How will this be achieved:

- 2.1 Underwrite the development of the Ramsgate Neighbourhood Plan.
- 2.2 Produce a Highways Improvement Plan, and identify and fund improvements to be undertaken each year.
- 2.3 Ward Councillors to advocate for residents and provide assistance where possible.
- 2.4 Improve processes for community engagement.
- 2.5 Participate in the Thanet Area Committee, Kent Association of Local Council and the TDC Parish Forum.

## **SO3. Promote Ramsgate as a desirable, thriving and sustainable place in which to live, visit and do business.**

### How will this be achieved:

- 3.1 Provide a Visitor Information Centre that aims to be open 7 days per week.
- 3.2 Directly organise the following annual events:
  - 3.2.1 Remembrance Sunday Parade
  - 3.2.2 Christmas Lights Switch On
  - 3.2.3 New Years Eve Celebration
  - 3.2.4 Holocaust Memorial Day
  - 3.2.5 Armed Forces Day
  - 3.2.6 Active Ramsgate Initiatives
  - 3.2.7 Christmas Late Night Shopping event
  - 3.2.8 A public event for Operation Dynamo
- 3.3 Provide a budget organisations can bid to for support of community events.
- 3.4 Maintain the RTC events equipment for use by the community for public events.
- 3.5 Sustain civic and ceremonial traditions.
- 3.6 The Mayor to undertake civic and ceremonial duties in the town, attend community engagements and represents Ramsgate at civic events outside of the area on behalf of the town.
- 3.7 Promote Ramsgate as a visitor destination via the Visit Ramsgate brand (website, leaflets, social media, etc), and external resources such as Visit Kent and the Tourism Team at Thanet District Council.

- 3.8 Continue the Active Ramsgate project; promoting Ramsgate as a destination for recreational and active pursuits for visitors and local residents.
- 3.9 Enhance plantings in the town centre.
- 3.10 Undertake beautification projects, including:
  - 3.10.1 Decorative lighting displays
  - 3.10.2 Provision of palms and flowers.

## **SO4. Use the Town Council's influence to affect the decisions of public and private sector bodies for the benefit of Ramsgate**

### How will this be achieved:

- 4.1 Scrutinise and respond vigorously and robustly to planning applications made to TDC for developments in Ramsgate;
- 4.2 Respond to any planning application/consultation made to TDC outside the environs of Ramsgate which may impact upon the Town (e.g. Manston airport).
- 4.3 Ensure representation is made in respect of work being undertaken by other stakeholders for Ramsgate. Currently this includes various Levelling Up Fund Projects (managed by TDC).
- 4.4 Advocate for increased Police visibility and resources throughout the parish.
- 4.5 Advocate for 20mph speed restrictions in residential areas and other measures to improve road safety and make Ramsgate a pedestrian and cyclist-friendly town.

## **SO5. To improve the environment of the town.**

### How will this be achieved:

In 2022 the Council declared a Climate Change Emergency and committed to becoming carbon neutral by 2030. To prepare for this the Council will:

- 5.1 Maintain a Climate Change Task Group with Council and community representation, which will lead on Council approved climate-related actions.
- 5.2 Have a plan of actions within the Council's own remit.
- 5.3 Work with other Councils to share information, partnership and influence.
- 5.4 Have a plan of work with the local community, which includes exchanging information and raising awareness, and community projects.
- 5.5 Have a plan to maximise local resources for climate action.

## **SO6. Ensure good governance and fiscal responsibility of all Council activities and assets**

How will this be achieved:

- 6.1 Implement the Council's new Communications Strategy.
- 6.2 Ensure that the Council adheres to all statutory obligations (incl. Local Government Act 1972, Health & Safety at Work Act, Employment Rights Act) to ensure good governance, mitigation of risk and lawful decision-making.
- 6.3 Continue to invest in our staff and Councillors with agreed continuous professional development and training.
- 6.4 Be a living wage employer.
- 6.5 Use local and ethical suppliers of goods and services wherever practicable.
- 6.6 Ensure that the Council's assets are well maintained and fit for purpose.
- 6.7 Develop an appropriate depot for the Technician team.
- 6.8 Implement the Council's Collections Policy and ensure the safe keeping (incl. cataloguing and safe keeping) of the Council's artefacts and documents, including the Civic Regalia.

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# Communications Strategy

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Creating Communications Objectives from the Strategic Objectives

# Strategic Objectives

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- SO1: Provide facilities and services that promote the health and wellbeing of residents.
- SO2: Promote a strong democratic and representational voice for the community and work in collaboration with our partners.
- SO3: Promote Ramsgate as a desirable, thriving and sustainable place in which to live, visit and do business.
- SO4: Use the Town Council's influence to affect the decisions of public and private sector bodies for the benefit of Ramsgate.
- SO5: Improve the environment of the town.
- SO6: Ensure good governance and fiscal responsibility of all Council activities and assets.

# SO1: Provide facilities and services that promote the health and wellbeing of residents.

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- 1.1 Continued good management of over 400 allotment plots across 5 sites (3 statutory, 2 non-statutory). The Council will also look out for opportunities to create new allotment sites.
- 1.2 Progress development of an Open Spaces Strategy, which includes:
  - 1.2.1 Continued maintenance of open spaces on behalf of the District & County councils, and increasing our areas of responsibility to include a number of 'pocket parks' across the Ramsgate.
  - 1.2.2 Support and enable the volunteer gardening groups.
- 1.3 Organise various improvement projects with organisations such as Community Pay Back, the Pfizer's community team and Ramsgate Town Team.
- 1.4 Undertake "Facelift Thursday" projects whereby public areas that are suffering from neglect are tackled by the team of Technicians (within their capabilities, and in co-operation with responsible landowner).
- 1.5 Maintain Charlotte Court as suitable space for playing of Pétanque, and for other opportunities and activities that may be suitable.
- 1.6 Manage the Montefiore Woodland in conjunction with the volunteer group.
- 1.7 Develop a community centre at Radford House – and in 2024/2025 specifically:
  - 1.7.1 Tender for construction work to be completed, a contractor and final budget to be confirmed, works to start.
  - 1.7.2 Preparation plans for opening and implementation of business plan to take place (including staffing arrangements, branding, advertising, legal agreements, furniture, IT provisions).
- 1.8 Provide community facilities at The Customs House.
- 1.9 Provide funding and resources to assist organisations that help those in need in the community (for example, the Citizen's Advice Bureau, The Salvation Army and the Rape Crisis Counselling Service).
- 1.10 Continue to provide grants to community groups via the Ramsgate Fund and Councillors Ward Grant Budgets (for supporting small, targeted projects that benefit their Ward, without having to seek approval of the Council/a Committee).
- 1.11 Provide assistance and encourage Friends' Groups and volunteering opportunities.
- 1.12 Promote activities within Ramsgate via the CommunityAd Magazine, delivered bi-monthly to all households in Ramsgate.
- 1.13 In conjunction with the Council's Assets Strategy, work with TDC on the devolution of assets. In 2025 this will include exploring the following:
  - 1.13.1 Cliff Top Shelters.
  - 1.13.2 East Cliff Lift.
  - 1.13.3 East Cliff Bandstand and surrounding area.
  - 1.13.4 A Beach Club for the East Cliff.
- 1.14 To encourage the District Council to provide public conveniences where needed, including season facilities, and consider providing these where the District Council will not.

Strategic Objective - SO1: 1.1 Continued good management of over 400 allotment plots across 5 sites (3 statutory, 2 non-statutory). The Council will also look out for opportunities to create new allotment sites.

- **Communication Objective - SO1: 1.1 The Allotment Officer will manage the five allotment sites for Ramsgate Town Council, whilst working with the Allotment Site Representatives to help reduce the waiting list within a year by 10%.**

Specific	The Allotment Officer will manage the 400 allotment plots for Ramsgate Town Council and reduce the waiting list.
Measurable	The Council will look for opportunities sites for new allotment sites once the waiting list has been depleted
Achievable	The allotments are a statutory duty of the Town Council and have to be maintained.
Realistic	The Allotment Officer will work with Allotment Site Representatives to help manage the five allotment sites.
Timescale	The waiting list should aim to be reduced by 10% within a year.

Strategic Objective - SO1: 1.2 Progress development of an Open Spaces Strategy, which includes: Continued maintenance of open spaces on behalf of the District & County councils, and increasing our areas of responsibility to include a number of 'pocket parks' across the Ramsgate. Support and enable the volunteer gardening groups.

- **Communication Objective - SO1: 1.2 The Town Enhancement Working Group will oversee and advise the maintenance of open spaces, develop a plan for managing new pocket parks across Ramsgate, and work with volunteer gardening groups to enhance community involvement. With the goal of supporting volunteer groups on a monthly basis.**

Specific	The Town Enhancement Working Group will liaise with the Technicians to continue maintaining the open spaces, while incorporating a plan to manage new pocket parks across different wards and providing support for volunteer gardening groups.
Measurable	The Council will take responsibility for new pocket parks that are within the remit of Ramsgate Town Council and will aim to support at least two volunteer gardening groups monthly.
Achievable	Taking responsibility for pocket parks and maintaining open spaces will be integrated into existing duties and supported by volunteer groups to ensure sustainability.
Realistic	The Council will create partnerships with existing gardening volunteers and seek new volunteers to help maintain and enhance the pocket parks and open spaces.
Timescale	The Council will take responsibility for the new pocket parks within the next 18 months.

Strategic Objective - SO1: 1.3 Organise various improvement projects with organisations such as Community Pay Back, the Pfizer's community team and Ramsgate Town Team.

- **Communication Objective - SO1: 1.3 The Council will collaborate with Community Pay Back, Pfizer's community team, and the Ramsgate Town Team to organise and complete at least three public space improvement projects over the next 12 months. The projects will focus on enhancing parks, open spaces, and community facilities, with a goal of contributing at least 200 volunteer hours. Progress will be reviewed biannually to ensure objectives are met within the set timeframe.**

Specific	The Council will work with Community Pay Back, Pfizer's community team, and the Ramsgate Town team to organise public space improvement projects focused on parks, open spaces, and community facilities.
Measurable	The Council will aim to complete at least three improvement projects over the next 12 months, with a target of 200 volunteer hours contributed by the partnering organisations.
Achievable	The Council will collaborate with these organisations, utilising their volunteer resources and project management support to ensure timely and successful completion of each project.
Realistic	By using the expertise and volunteers from these organisations, the Council can execute the targeted improvement projects.
Timescale	The Council will aim to complete three projects within the next 12 months, with biannual progress reviews to ensure objectives are on track.

Strategic Objective - SO1: 1.4 Undertake “Facelift Thursday” projects whereby public areas that are suffering from neglect are tackled by the team of Technicians (within their capabilities, and in co-operation with responsible landowner).

- **Communication Objective - SO1: 1.4 The Technicians will undertake ‘Facelift Thursday’ projects, aiming to improve two to four neglected public areas each month, subject to their capabilities and landowner permissions.**

Specific	Technicians will focus on improving neglected public areas every Thursday, based on their capability and permission from responsible landowners.
Measurable	The team will focus on areas within their skill set, using available resources.
Achievable	The technicians will use their existing tools and skills to improve each site, without exceeding their capacity or requiring external contractors.
Realistic	Projects will focus on manageable areas that require basic repair and maintenance, ensuring sustainable results.
Timescale	Each Thursday, the team will complete at least one project, aiming to improve two to four areas per month.

Strategic Objective - SO1: 1.5 Maintain Charlotte Court as suitable space for playing of Pétanque, and for other opportunities and activities that may be suitable.

- **Communication Objective - SO1: 1.5 The Council will maintain Charlotte Court for weekly Pétanque sessions and seek other opportunities and activities that may be suitable in the space, promoting community activities and local engagement.**

Specific	The Council will maintain Charlotte Court for Pétanque games and for other opportunities and activities that may be suitable.
Measurable	The Council will ensure the court is maintained to allow weekly Pétanque sessions.
Achievable	With continued coordination with local vendors and Pétanque groups, activities can run smoothly.
Realistic	Maintaining the space is feasible with current staffing and resource levels.
Timescale	The court will be maintained weekly.

Strategic Objective - SO1: 1.6  
Manage the Montefiore  
Woodland in conjunction with the  
volunteer group.

- **Communication Objective - SO1: 1.8 The Council will manage Montefiore Woodland alongside the volunteer group, aiming to complete major maintenance projects annually.**

Specific	The Council will oversee the management of Montefiore Woodland in collaboration with local volunteer groups.
Measurable	The Council will work with volunteers to complete major maintenance projects each year.
Achievable	The partnership with volunteers will ensure that maintenance can be completed efficiently.
Realistic	Managing the woodland is possible with the continued support from the volunteer group and adequate resource allocation.
Timescale	The Council will aim to complete major maintenance projects in the woodland each year.

Strategic Objective - SO1: 1.7 Develop a community centre at Radford House – and in 2024/2025 specifically: Tender for construction work to be completed, a contractor and final budget to be confirmed, works to start. Preparation plans for opening and implementation of business plan to take place (including staffing arrangements, branding, advertising, legal agreements, furniture, IT provisions).

- **Communication Objective - SO1: 1.7 The Council will tender for construction of Radford House, ensuring experienced contractors are in place to stay within budget and meet deadlines, with the goal of starting refurbishment by October 2025.**

Specific	Ramsgate Town Council will tender for the construction of a community centre at Radford House, ensuring a contractor is appointed and a final budget is established.
Measurable	The tender process and contractor appointment will be completed by Q1 2025, with construction starting in Q3 2025.
Achievable	The phased timeline allows for tendering, budgeting, and construction to progress steadily. By using experienced contractors and allocating sufficient resources, the project will stay within budget and meet deadlines, ensuring the community centre becomes operational by 2026.
Realistic	The development of Radford House supports Ramsgate Town Council’s commitment to providing essential community services and infrastructure, enhancing civic engagement, and creating spaces for public activities and events.
Timescale	Tendering and construction will be undertaken in 2025 with an opening in 2026.

Strategic Objective - SO1:  
1.8 Provide community facilities at The Custom House.

- **Communication Objective - SO1: 1.8 The Council will provide and manage community facilities at The Custom House, aiming to host at least 12 community events or activities throughout 2024.**

Specific	The Council will develop and manage The Custom House as a space for community activities and events.
Measurable	The Council will aim to host at least 12 community events or activities at The Custom House over the next year.
Achievable	The Custom House can accommodate a variety of events, making this goal achievable with proper promotion and coordination.
Realistic	Managing The Custom House as a community facility is feasible given the current resources and demand for community space.
Timescale	The Council will roll out community activities starting in early 2024, aiming to hold at least 12 events over the year.

Strategic Objective - SO1: 1.9 Provide funding and resources to assist organisations that help those in need in the community (for example, the Citizen's Advice Bureau, The Salvation Army and the Rape Crisis Counselling Service).

- **Communication Objective - SO1: 1.9 The Council will provide funding and resources to at least three organisations that assist vulnerable members of the community, such as the Citizen's Advice Bureau, by the end of each fiscal year.**

Specific	The Council will allocate funding to organisations such as the Citizen's Advice Bureau, The Salvation Army, and the Rape Crisis Counselling Service to assist those in need.
Measurable	The Council will provide funding to at least three local organisations and track the impact on the number of people helped.
Achievable	Through the Council's funding, they can assist the local charitable organisations.
Realistic	Given the importance of these services and the Council's commitment to supporting vulnerable community members.
Timescale	The Council will allocate funding by the end of each fiscal year, ensuring continuous support for these organisations.

Strategic Objective - SO1: 1.10 Continue to provide grants to community groups via the Ramsgate Fund and Councillors Ward Grant Budgets (for supporting small, targeted projects that benefit their Ward, without having to seek approval of the Council/a Committee).

- **Communication Objective - SO1: 1.10 The Council will provide at least 10 grants annually through the Ramsgate Fund and Councillors Ward Grant Budgets, supporting small, targeted projects in the Ramsgate Wards.**

Specific	The Council will provide grants for small, targeted projects through the Ramsgate Fund and the Councillors Ward Grant Budgets.
Measurable	The Council will award grants at least 10 grants annually through these funds.
Achievable	Grants will be distributed to projects that meet specific criteria and demonstrate community benefit.
Realistic	Given the existing funds in the grants budget, it helps give support to community projects, where there is an ongoing need.
Timescale	The Council will continue to provide grants on an annual basis, reviewing applications each quarter.

Strategic Objective - SO1: 1.11  
Provide assistance and encourage  
Friends' Groups and volunteering  
opportunities.

- **Communication Objective - SO1: 1.11 The Council will provide assistance to at least five Friends' Groups and generate 100 volunteer hours by the end of 2024, promoting community engagement.**

Specific	The Council will provide support to Friends' Groups and encourage local residents to engage in volunteering opportunities.
Measurable	The Council will assist at least five Friends' Groups and aim to generate 100 volunteer hours per year.
Achievable	By providing logistical support and by promoting opportunities through existing communication channels.
Realistic	With the current levels of interest to volunteer and with Council support, the Council can support Friends' Groups and encouraging volunteering.
Timescale	The Council will support at least five groups and generate 100 volunteer hours by the end of 2024.

Strategic Objective - SO1: 1.12  
Promote activities within  
Ramsgate via the CommunityAd  
Magazine, delivered bi-monthly  
to all households in Ramsgate.

- **Communication Objective - SO1: 1.12 The Council will promote core events and activities in each edition of the CommunityAd Magazine, ensuring delivery to all Ramsgate households bi-monthly.**

Specific	The Council will use the CommunityAd Magazine to promote local activities and events.
Measurable	The Council will promote and feature core events or activities in each edition of the magazine, delivered to all households.
Achievable	Using existing resources within the Council and regular contributions from the community and residents.
Realistic	Promoting activities through the magazine given its current distribution and readership.
Timescale	The Council will ensure promotion in each bimonthly issue of the magazine.

Strategic Objective - SO1: 1.13 In conjunction with the Council's Assets Strategy, work with TDC on the devolution of assets. In 2025 this will include exploring the following: Cliff Top Shelters; East Cliff Lift; East Cliff Bandstand and surrounding area; A Beach Club for the East Cliff.

- **Communication Objective - SO1: 1.13 The Council will work with TDC to explore the devolution of key assets, including the Cliff Top Shelters, East Cliff Lift, and East Cliff Bandstand, as well as the creation of a Beach Club at East Cliff, with feasibility assessments and consultations completed by December 2025.**

Specific	The Council will partner with Thanet District Council (TDC) to evaluate the feasibility of devolving the Cliff Top Shelters, East Cliff Lift, East Cliff Bandstand, and create a proposal for establishing a Beach Club at East Cliff.
Measurable	The Council will complete feasibility assessments and consultations for the Cliff Top Shelters, East Cliff Lift, East Cliff Bandstand, and present a proposal for the Beach Club by the end of 2025.
Achievable	The Council will work closely with TDC and hire consultants to conduct feasibility studies, ensuring that the proposed devolution of assets aligns with financial and community goals.
Realistic	Exploring the devolution of these assets is realistic given the Council's commitment to long-term management and community involvement in these spaces.
Timescale	The Council aims to complete feasibility studies and initial consultations with TDC by December 2025, with further steps dependant on the findings.

Strategic Objective - SO1: 1.14 To encourage the District Council to provide public conveniences where needed, including season facilities, and consider providing these where the District Council will not.

- **Communication Objective - SO1: 1.14 The Council will identify and propose three priority areas for new or improved public conveniences to the District Council within the next 12 months. The Council will monitor progress quarterly and explore providing facilities independently if the District Council does not act.**

Specific	The Council will identify areas within Ramsgate that require public conveniences, including seasonal needs, and advocate for the District Council to address these needs. If the District Council does not act, the Town Council will explore options to provide the facilities independently.
Measurable	At least three priority areas for new or improved public conveniences will be identified and presented to the District Council within the next 12 months. Progress will be monitored through quarterly meetings and documented responses from the District Council.
Achievable	The objective involves working collaboratively with the District Council, leveraging existing channels of communication and advocacy. The Town Council has the capacity to fund facilities, if necessary.
Realistic	By focusing on areas of greatest need and seasonal demand, the Council can prioritise resources effectively. If the District Council is unable to act, pilot projects for temporary or low-maintenance facilities can be considered.
Timescale	The Council will aim to present findings and proposals within 12 months and establish a pilot facility by the start of the next peak tourism season, if required.

SO2: Promote a strong democratic and representational voice for the community and work in collaboration with our partners.

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- 2.1 Underwrite the development of the Ramsgate Neighbourhood Plan.
- 2.2 Produce a Highways Improvement Plan, and identify and fund improvements to be undertaken each year.
- 2.3 Ward Councillors to advocate for residents and provide assistance where possible.
- 2.4 To improve processes for community engagement.
- 2.5 Participate in the Thanet Area Committee, Kent Association of Local Council and the TDC Parish Forum.

Strategic Objective – SO2: 2.1  
Underwrite the development of  
the Ramsgate Neighbourhood  
Plan.

- **Communication Objective – SO2: 2.1 The Council will underwrite and guide the development of the Ramsgate Neighbourhood Plan, aiming to complete and submit it within 18 to 24 months, engaging with stakeholders throughout the process.**

Specific	The Council will underwrite the development of the Ramsgate Neighbourhood Plan, providing necessary financial resources and logistical support to complete the plan.
Measurable	The Council will set milestones to track progress, such as completing initial consultations within six months, finalising the draft within 12 months, and submitting the Neighbourhood Plan for approval within 18 months.
Achievable	The plan is achievable by allocating necessary budget, appointing a dedicated officer, and collaborating with stakeholders such as residents, businesses, community groups and planning authorities.
Realistic	The Council's strategic goal is to promote sustainable development and address community needs within Ramsgate.
Timescale	The Neighbourhood Plan will be completed and submitted within 18 to 24 months, with periodic reviews and milestones to ensure progress.

Strategic Objective – SO2: 2.2  
Produce a Highways Improvement  
Plan, and identify and fund  
improvements to be undertaken  
each year.

- **Communication Objective – SO2: 2.2 The Council will produce a Highways Improvement Plan within six months, identifying key infrastructure projects to be undertaken annually and allocating appropriate funding for their execution.**

Specific	The Council will produce a Highways Improvement Plan, which will identify key areas for road and infrastructure improvements, and allocate funding annually.
Measurable	The Council will aim to implement at least one significant highways projects annually, ensuring that funds are allocated and utilised as outlined in the Plan.
Achievable	Through collaboration with local authorities, allocating budget for annual improvements, and establishing partnerships with contractors.
Realistic	Improving local highways is a key part of the Council’s infrastructure strategy, and there is sufficient budget and stakeholder interest.
Timescale	The Highways Improvement Plan will be developed within six months, with projects identified and implemented each year, with an annual review to ensure progress.

Strategic Objective – SO2: 2.3  
Ward Councillors to advocate for residents and provide assistance where possible.

- **Communication Objective – SO2: 2.3 Ward Councillors will advocate for residents by addressing at least three key issues per quarter, holding regular meetings, and providing assistance with the support of Council resources.**

Specific	Ward Councillors will advocate for residents by identifying key local concerns, providing assistance where needed, and escalating issues to relevant Council departments.
Measurable	Councillors will aim to resolve at least three key concerns per ward each quarter and hold regular meetings with residents to gather feedback.
Achievable	Through regular engagement with residents, communication channels such as ward surgeries, and active collaboration with Council departments.
Realistic	Advocating for residents is a core responsibility of a Ward Councillor, and the Council provides necessary resources for resident support.
Timescale	Councillors will provide updates on resident concerns at Council meetings, with continuous advocacy and engagement throughout the year.

Strategic Objective – SO2:  
2.4 To improve processes  
for community engagement

- **Communication Objective – SO2: 2.4 The Council will improve community engagement by enhancing communication platforms and increasing public consultation participation by 20% over the next 12 months.**

Specific	The Council will improve community engagement by enhancing communication platforms, holding more public consultations, and increasing the frequency of outreach through digital and in-person methods.
Measurable	The Council will aim to increase participation in public consultations and community events by 20% within the next 12 months, and track digital engagement metrics.
Achievable	By leveraging social media, improving the Council’s website, and collaborating with local groups to facilitate better community engagement.
Realistic	It aligns with the Council’s goal to increase transparency and inclusivity in its decision-making processes.
Timescale	The Council will roll out new engagement processes within 12 months and evaluate their success on an ongoing basis, aiming for a 20% increase in participation.

Strategic Objective – SO2: 2.5  
Participate in the Thanet Area  
Committee, Kent Association of  
Local Council and the TDC Parish  
Forum.

- **Communication Objective – SO2: 2.4 The Council will appoint two representatives to ensure 90% attendance at Thanet Area Committee, KALC, and TDC Parish Forum meetings over the next 12 months, with monthly reports presented to the Full Council to ensure continuous engagement and informed decision-making.**

Specific	The Council will ensure representation at meetings of the Thanet Area Committee, Kent Association of Local Councils (KALC), and the TDC Parish Forum to advocate for local interests and stay informed about regional decisions.
Measurable	A minimum of 90% attendance at these meetings will be maintained throughout the year. Reports summarizing key discussions and outcomes will be presented at monthly Council meetings.
Achievable	The Council will appoint at least two representatives to cover all meetings, ensuring availability and reducing the risk of missed engagements.
Realistic	Participation is aligned with the Council’s current capacity and existing duties, with representatives already involved in external committees and forums.
Timescale	Participation will begin immediately and be reviewed annually during Council planning sessions to assess the value and outcomes of involvement.

# SO3: Promote Ramsgate as a desirable, thriving and sustainable place in which to live, visit and do business.

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- 3.1 Provide a Visitor Information Centre that aims to be open 7 days per week.
- 3.2 Directly organise the following annual events:
  - 3.2.1 Remembrance Sunday Parade
  - 3.2.2 Christmas Lights Switch On
  - 3.2.3 New Years Eve Celebration
  - 3.2.4 Holocaust Memorial Day
  - 3.2.5 Armed Forces Day
  - 3.2.6 Active Ramsgate Initiatives
  - 3.2.7 Christmas Late Night Shopping event
  - 3.2.8 Organise a public event for Operation Dynamo
- 3.3 Provide a budget organisations can bid to for support of community events.
- 3.4 Maintain the RTC events equipment for use by the community for public events.
- 3.5 Sustain civic and ceremonial traditions.
- 3.6 The Mayor to undertake civic and ceremonial duties in the town, attend community engagements and represents Ramsgate at civic events outside of the area on behalf of the town.
- 3.7 Promote Ramsgate as a visitor destination via the Visit Ramsgate brand (website, leaflets, social media, etc), and external resources such as Visit Kent and the Tourism Team at Thanet District Council.
- 3.8 Continue the Active Ramsgate project; promoting Ramsgate as a destination for recreational and active pursuits for visitors and local residents.
- 3.9 Enhance plantings in the town centre.
- 3.10 Undertake beautification projects, including:
  - 3.10.1 Decorative lighting displays
  - 3.10.2 Provision of palms and flowers

Strategic Objective – SO3: 3.1  
Provide a Visitor Information  
Centre that aims to be open 7  
days per week.

- **Communication Objective – SO3: 3.1 The Council will open a Visitor Information Centre operating seven days a week within three months, providing services and information for visitors and residents, aiming for a monthly footfall of 400 visitors.**

Specific	The Council will provide a Visitor Information Centre (VIC) that will serve tourists and residents by providing information and support services, open seven days per week.
Measurable	The VIC's success will aim to serve at least 400 visitors per month, track operational hours, and collect customer satisfaction surveys monthly.
Achievable	By hiring staff, allocating resources, and creating a sustainable operational schedule.
Realistic	It supports the Council's broader aim of promoting Ramsgate as a tourism destination and providing quality visitor services.
Timescale	The VIC will be open seven days a week within three months, with regular evaluations of performance and visitor engagement.

Strategic Objective – SO3: 3.2 Directly organise the following annual events: Remembrance Sunday Parade, Christmas Lights Switch On, New Years Eve Celebration, Holocaust Memorial Day, Armed Forces Day, Active Ramsgate Initiatives, Christmas Late Night Shopping event and a public event for Operation Dynamo.

- **Communication Objective – SO3: 3.2 The Council will organise annual events such as the Remembrance Parade, Christmas Lights Switch On, and New Year’s Eve Celebrations, ensuring they are executed on time, within budget, and with strong community participation.**

Specific	The Council will organise annual events such as the Remembrance Sunday Parade, Christmas Lights Switch On, and New Year’s Eve Celebrations, ensuring they are well-coordinated and attended.
Measurable	Each event will be evaluated by attendance numbers (e.g., 500 participants at the Remembrance Parade), budget adherence, and post-event feedback from attendees.
Achievable	Through collaboration with volunteers, local organisations, and securing sponsorships when necessary.
Realistic	These events have been successfully conducted in the past and continue to be part of the Council’s community engagement efforts.
Timescale	Events will be scheduled throughout the year, with timelines for planning, promotion, and execution to ensure timely delivery.

Strategic Objective – SO3: 3.3  
Provide a budget organisations  
can bid to for support of  
community events.

- **Communication Objective – SO3: 3.3 The Council will provide a budget to support at least five community events annually through an application process, with funds distributed quarterly to ensure equitable access.**

Specific	The Council will allocate a budget to support community events through an application process, ensuring funds are distributed equitably to eligible events.
Measurable	The Council will track the number of successful applications, and the amount of funding provided, with a goal of supporting at least five community events annually.
Achievable	By implementing a transparent application process and providing clear guidelines for applicants.
Realistic	Providing funding for community events is realistic, as it fits within the Council’s existing budget and community engagement strategies.
Timescale	Applications for event support will be reviewed quarterly, with funds allocated throughout the year to support community events.

Strategic Objective – SO3: 3.4  
Maintain the RTC Events  
Equipment for use by the  
community during public events.

- **Communication Objective – SO3: 3.4 The Council will maintain events equipment for use by community groups, ensuring it is available for at least five events annually, with quarterly maintenance checks to ensure functionality.**

Specific	The Council will maintain and provide events equipment such as tents, chairs, and sound systems for community use during public events.
Measurable	The Council will track equipment is used and ensure it is available for at least five community events per year, with regular maintenance checks after each use.
Achievable	By maintaining the equipment regularly and providing clear guidelines for borrowing and returning the equipment.
Realistic	It is realistic, as maintaining event equipment supports community initiatives and ensures public events run smoothly.
Timescale	Equipment will be maintained throughout the year, with quarterly reviews to ensure it remains in working condition for public events.

Strategic Objective – SO3:  
3.5 Sustain civic and ceremonial traditions.

- **Communication Objective – SO3: 3.5 The Council will sustain key civic and ceremonial traditions by organising at least five major events annually, with a focus on preserving cultural heritage and maintaining community engagement.**

Specific	The Council will sustain civic and ceremonial traditions such as the Mayor’s Inauguration, Remembrance services, and civic wards, ensuring their continued relevance and engagement.
Measurable	The Council will hold at least five civic events annually, with public attendance tracked and evaluated for continued support.
Achievable	Through the use of Council resources and volunteers to support the planning and execution of these traditions.
Realistic	Upholding civic and ceremonial traditions aligns with the Council’s role in preserving the town’s cultural and historical identity.
Timescale	Civic events will be organised and scheduled throughout the year, with preparations starting three to six months in advance of each event.

Strategic Objective – SO3: 3.6 The Mayor to undertake civic and ceremonial duties in the town, attend community engagements and represents Ramsgate at civic events outside of the area on behalf of the town.

- **Communication Objective – SO3: 3.6 The Mayor will represent Ramsgate at local and external civic events, with a target of attending at least 15 engagements per year, promoting the town’s interests and maintaining civic traditions.**

Specific	The Mayor will attend local civic engagements and represent Ramsgate at regional or national civic events, promoting the town’s interests and culture.
Measurable	The Mayor will attend at least 15 civic and ceremonial events annually, with reports on activities submitted to the Council.
Achievable	Through logistical support from the Mayor’s office and the Council resources for travel and engagement activities.
Realistic	Representing Ramsgate at civic events falls within the established duties of the Mayor’s office.
Timescale	The Mayor’s attendance at civic events will be ongoing throughout the year, with a set target of attending at least 15 events.

Strategic Objective – SO3: 3.7 Promote Ramsgate as a visitor destination via the Visit Ramsgate brand (website, leaflets, social media, etc), and external resources such as Visit Kent and the Tourism Team at Thanet District Council.

- **Communication Objective – SO3: 3.7 The Council will promote Ramsgate as a tourist destination through the Visit Ramsgate brand, aiming for a 20% increase in website traffic and a 10% growth in social media engagement, and establishing partnerships with two external tourism organisations annually.**

Specific	The Council will promote Ramsgate through the Visit Ramsgate brand across digital and print platforms, and collaborate with external tourism partners to attract visitors.
Measurable	The Council will aim for a 20% increase in website traffic, 10% growth in social media engagement, and participation in at least two major tourism partnerships annually.
Achievable	By leveraging existing marketing resources and collaborating with local tourism partners like Visit Kent and Thanet District Council.
Realistic	Promoting Ramsgate as a visitor destination is realistic due to the town’s established appeal and support from tourism organisations.
Timescale	Promotional campaigns will be launched seasonally, with ongoing efforts to increase visitor numbers year-round.

Strategic Objective – SO3: 3.8 Continue the Active Ramsgate project; promoting Ramsgate as a destination for recreational and active pursuits for visitors and local residents.

- **Communication Objective – SO3: 3.8 The Council will continue promoting Ramsgate as a destination for active pursuits, with a target of 15% increased participation in recreational activities and 10% growth in social media engagement.**

Specific	The Council will promote Ramsgate as a destination for active pursuits such as cycling, walking, and watersports through the revised Active Ramsgate brief.
Measurable	The Council will track a 15% increase in participation in recreational activities promoted by Active Ramsgate and aim for 10% growth in social media engagement.
Achievable	Through partnerships with local businesses, sports organisations, and tourism bodies that support active tourism.
Realistic	Promoting Ramsgate as a destination for active pursuits will be possible, given the town's existing resources and support for outdoor tourism.
Timescale	The Active Ramsgate brief will be implemented within three months with continuous promotion and quarterly reviews of visitor engagement and participation.

Strategic Objective – SO3:  
3.9 Enhance plantings in  
the town centre.

- **Communication Objective – SO3: 3.9 The Council will enhance plantings in the town centre by adding at least 25 new plants and flowers to the flower beds within 12 months, ensuring the area is well-maintained through quarterly checks and gathering public feedback on the improvements.**

Specific	The Council will improve the town centre’s aesthetics by enhancing plantings, including new flower beds, planters, and greenery installations to create attractive public spaces.
Measurable	The Council will add at least 25 new plants and flowers to the flower beds in the town centre over the next 12 months, with quarterly maintenance checks and public feedback surveys.
Achievable	By partnering with local volunteer groups and businesses, who can contribute to planting and maintaining greenery in the town centre.
Realistic	The Council will be able to enhance plantings in the town centre, as the Council already has access to the necessary resources and partnerships to achieve this goal.
Timescale	New plantings will be completed within 12 months, with regular maintenance and updates scheduled on a quarterly basis.

Strategic Objective – SO3: 3.10  
Undertake beautification projects,  
including: Decorative lighting  
displays, Provision of palms and  
flowers.

- **Communication Objective – SO3: 3.10 The Council will undertake beautification projects by installing decorative lighting displays around the town and relocating the palms and flower beds within 12 months, ensuring ongoing maintenance and gathering public feedback on the improvements.**

Specific	The Council will implement beautification projects, including installing decorative lighting and providing palms and flowers in key areas to enhance the town’s visual appeal.
Measurable	The Council will install decorative lighting displays around the town and relocate the palms and flower beds within 12 months, with public feedback collected via surveys.
Achievable	By securing funding for lighting installations and leveraging partnerships with local gardening groups for planting and maintaining palms and flowers.
Realistic	The beautification projects are realistic, given the Council’s track record in enhancing public spaces and the availability of resources and partnerships.
Timescale	The decorative lighting displays and relocating of palms and flower beds will be completed within 12 months, with quarterly maintenance to ensure the installations are well-maintained.

SO4: Use the Town Council's influence to affect the decisions of public and private sector bodies for the benefit of Ramsgate.

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- 4.1 Scrutinise and respond vigorously and robustly to planning applications made to TDC for developments in Ramsgate.
- 4.2 Respond to any planning application/consultation made to TDC outside the environs of Ramsgate which may impact upon the Town (i.e. Manston airport).
- 4.3 Ensure representation is made in respect of work being undertaken by other stakeholders for Ramsgate. Currently this includes various Levelling Up Fund Projects (managed by TDC).
- 4.4 Advocate for an increased Police visibility and resources throughout the parish.
- 4.5 Advocate for 20mph speed restrictions in residential areas and other measures to improve road safety and make Ramsgate a pedestrian and cyclist-friendly town.

Strategic Objective – SO4: 4.1  
Scrutinise and respond vigorously  
and robustly to planning  
applications made to TDC for  
developments in Ramsgate.

- **Communication Objective – SO4: 4.1 The Council will scrutinise and respond to called in planning applications for developments in Ramsgate, submitting formal responses before TDC deadlines to ensure the communities interests are protected.**

Specific	The Council will scrutinise planning applications made to Thanet District Council (TDC) for developments in Ramsgate, ensuring that all responses reflect the best interests of the town.
Measurable	The Council will aim to review planning applications for Ramsgate called in by councillors, and submit formal responses within the required deadlines, tracking the outcomes of applications influenced by Council input.
Achievable	The Planning and Infrastructure committee will ensure that called in applications are scrutinised in a timely manner.
Realistic	The Council has a statutory duty to respond to local planning issues and help to influence development in Ramsgate.
Timescale	The Council will provide robust responses to called in planning applications within the deadlines specified by TDC, ensuring all relevant issues are addressed promptly.

Strategic Objective – SO4: 4.2  
Respond to any planning application/consultation made to TDC outside the environs of Ramsgate which may impact upon the Town (i.e. Manston airport).

- **Communication Objective – SO4: 4.2 The Council will respond to all relevant planning applications outside Ramsgate’s boundaries that may impact the town, submitting formal responses within 21 days of notification to protect Ramsgate’s interests.**

Specific	The Council will review and respond to planning applications outside Ramsgate that may affect the town, such as the Manston airport development.
Measurable	The Council will track and respond to all relevant planning applications or consultations outside Ramsgate, aiming to submit formal responses within 21 days of notification.
Achievable	Through a systematic review process that ensures all external applications that may impact Ramsgate are monitored and responded to.
Realistic	Responding to external planning applications is realistic given the Council’s current capabilities of responding to planning applications within Ramsgate.
Timescale	The Council will ensure that responses to planning applications outside Ramsgate’s boundaries are submitted within the given deadlines and submitted within 21 days of consultation notification.

Strategic Objective – SO4: 4.3 Ensure representation is made in respect of work being undertaken by other stakeholders for Ramsgate. Currently this includes various Levelling Up Fund Projects (managed by TDC).

- **Communication Objective – SO4: 4.3 The Council will ensure Ramsgate’s representation at 100% of meetings and consultations for stakeholder projects like the High Street Heritage Action Zone and the Safer Streets Fund, submitting formal feedback and ensuring Ramsgate’s interests are prioritised.**

Specific	The Council will actively participate in discussions and decision-making for projects like the High Street Heritage Action Zone and other stakeholder initiatives, ensuring that Ramsgate’s priorities are addressed.
Measurable	The Council will ensure representation at 100% of relevant meetings for each of these initiatives, with formal feedback submitted at each major project milestone.
Achievable	By appointing a Council representative for each project and ensuring that they attend meetings and provide regular feedback.
Realistic	Ensuring representation is present and given the Council’s established connections with TDC, Kent Police, and other stakeholders, and its active involvement in local projects.
Timescale	The Council will ensure ongoing representation at every key meeting or decision point for these projects, with participation throughout the project timelines.

Strategic Objective – SO4: 4.4  
Advocate for an increased Police  
visibility and resources  
throughout the parish.

- **Communication Objective – SO4: 4.4 The Council will advocate for increased police visibility and resources throughout Ramsgate, meeting with law enforcement quarterly to secure commitments for enhanced public safety and gathering feedback from residents on improvements.**

Specific	The Council will advocate for increased police visibility and resources across Ramsgate by engaging with Kent Police and local authorities to enhance public safety.
Measurable	The Council will aim to meet with local law enforcement at least quarterly and secure commitments for increased police patrols, with public feedback collected through safety surveys.
Achievable	By scheduling regular meetings with police representatives and presenting evidence-backed requests for increased visibility and resources.
Realistic	The Council can advocate for increase police visibility, given the Council’s ongoing relationship with law enforcement and its responsibility to address community safety concerns.
Timescale	The Council will advocate for increase police visibility through quarterly meetings with law enforcement and ensure that resources are allocated within 12 months based on community needs.

Strategic Objective – SO4: 4.5  
Advocate for 20mph speed restrictions in residential areas and other measures to improve road safety and make Ramsgate a pedestrian and cyclist-friendly town.

- **Communication Objective – SO4: 4.5 The Council will advocate for 20mph speed limits in residential areas, aiming to implement these restrictions on at least one street within the next 12 months to improve road safety and reduce accidents.**

Specific	The Council will work with local authorities to support a 20mph speed restriction in residential areas, improving road safety for pedestrians and cyclists.
Measurable	The Council will aim to implement 20mph speed limits on at least one residential street in the next 12 months, with a reduction in traffic accidents tracked and resident feedback collected.
Achievable	By working with local traffic authorities, conducting surveys, and presenting data on the safety benefits of 20mph limits.
Realistic	Given the growing awareness of the safety benefits of a 20mph and the Council's ability to convey information to Kent County Council (KCC).
Timescale	The Council will request the implementation of 20mph speed limits on at least one residential street within the next 12 months, with ongoing safety reviews.

# S05: Improve the environment of the town.

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In 2022 the Council declared a Climate Change Emergency and committed to becoming carbon neutral by 2030. To prepare for this the Council will:

- 5.1 Maintain a Climate Change Task Group with Council and community representation, which will lead on Council approved climate-related actions.
- 5.2 Have a plan of actions within the Council's own remit.
- 5.3 Work with other Councils to share information, partnership and influence.
- 5.4 Have a plan of work with the local community, which includes exchanging information and raising awareness, and community projects.
- 5.5 Have a plan to maximise local resources for climate action.

Strategic Objective – SO5: 5.1  
Maintain a Climate Change Task Group with Council and community representation, which will lead on Council approved climate-related actions.

- **Communication Objective – SO5: 5.1 The Council will maintain a Climate Change Task Group composed of councillors and community members, meeting bi-monthly to implement at least two climate-related projects per year, with biannual progress reports submitted to the Council.**

Specific	The Council will ensure the ongoing operation of a Climate Change Task Group comprising at least five members, including councillors and community representatives. The group will meet bi-monthly to review, plan, and implement climate-related initiatives approved by the Council.
Measurable	The Task Group will deliver a minimum of two climate action projects annually, with progress reports presented to the Council every six months.
Achievable	The Council will allocate dedicated administrative support to coordinate meetings, track actions, and facilitate engagement with community stakeholders.
Realistic	The Task group will focus on achievable, community-led projects that align with the Council’s resources and capabilities, such as tree planting, energy efficiency awareness, and plastic reduction initiatives.
Timescale	The Climate Change Task Group will continue its work immediately, with an annual review to assess progress, renew memberships, and set new priorities for the following year.

Strategic Objective – SO5:  
5.2 Have a plan of actions within the Council’s own remit.

- **Communication Objective – SO5: 5.2 The Council will draft and implement a Climate Action Plan within six months, containing at least four actionable initiatives. The plan will aim for 60% completion in the first year, with annual progress reviews for full implementation.**

Specific	The Council will develop and approve a detailed Climate Action Plan outlining at least four initiatives that fall within the Council’s operational control. This will include actions related to energy efficiency, waste reduction, tree planting, and sustainable procurement.
Measurable	Progress will be assessed through quarterly reviews, with a goal of implementing at least 60% of the planned actions within the first year. Milestones will include the completion of one major initiative every six to eight months.
Achievable	The plan will focus on practical and affordable measures such as switching to green energy suppliers, reducing paper use by 15%, and implementing recycling initiatives in Council buildings.
Realistic	The action plan will reflect budget limitations and available resources, prioritising low-cost, high-impact actions that can be achieved without external dependencies.
Timescale	The Council will draft a Climate Action Plan within six months and be adopted by the Council. The plan will cover the year and be reviewed annually to adjust and update actions.

Strategic Objective – SO5: 5.3  
Work with other Councils to share information, partnership and influence.

- **Communication Objective – SO5: 5.3 The Council will establish partnerships with at least two local councils to share information and collaborate on joint initiatives. Two joint meetings or workshops will be held annually, with a collaborative initiative launched within the first year.**

Specific	The Council will establish formal communication channels with at least two local councils to share best practices, collaborate on environmental initiatives, and influence regional climate policies.
Measurable	The Council will host or attend at least two joint meetings or workshops annually and contribute to joint initiatives or policy recommendations. Progress will be documented through meeting minutes and collaborative reports.
Achievable	This will be facilitated by leveraging existing relationships with Councils in Thanet and participating in established regional forums. The Council will use existing officers to coordinate efforts and ensure regular communication.
Realistic	Collaboration will focus on low-cost, shared-interest projects such as tree planting programs, recycling drives, and public awareness campaigns. These projects will align with each council's priorities and available resources.
Timescale	Formal collaboration agreements will be in place within six months, with the first joint initiative launched within nine months. A full review of progress will occur after one year.

Strategic Objective – SO5: 5.4 Have a plan of work with the local community, which includes exchanging information and raising awareness, and community projects.

- **Communication Objective – SO5: 5.4 The Council will develop a community engagement plan within six months, hosting two events annually and initiating a community-led project by the end of the year to raise awareness and foster local collaboration.**

Specific	The Council will develop and implement a community engagement plan that focuses on information exchange, public awareness campaigns, and community-led environmental projects.
Measurable	The Council will host two community engagement events annually, collaborate with at least two local community groups, and initiate a community-led project by the end of the year.
Achievable	Engagement will be facilitated by utilising community centres, local schools, and social media platforms. The Council will use existing officers to oversee the plan and liaise with community representatives.
Realistic	Focus will be placed on achievable, low-cost initiatives such as clean-up drives, tree planting, and workshops on sustainability. The plan will be adaptable based on community feedback and participation levels.
Timescale	The engagement plan will be developed within six months, with the first engagement event held within eight months. A full review and progress report will be conducted annually.

Strategic Objective – SO5:  
5.5 Have a plan to  
maximise local resources  
for climate action.

- **Communication Objective – SO5: 5.5 The Council will develop a Climate Action Resource Plan within six months, identifying three initiatives and partnering with two local organisations to initiate two projects within the first year.**

Specific	The Council will develop a Climate Action Resource Plan that identifies and leverages local resources, volunteers, and partnerships to implement climate initiatives. The plan will focus on renewable energy projects, waste reduction, tree planting, and public awareness campaigns.
Measurable	The plan will outline at least three local resource initiatives and establish partnerships with two local organisations. The Council will track progress quarterly and aim to initiate two climate projects within the first year.
Achievable	The plan will draw on existing community groups, businesses, and schools to support climate action. By utilising volunteers and local expertise, the Council can achieve sustainable, low-cost projects.
Realistic	The initiatives will focus on affordable, high-impact actions such as community tree planting, recycling programs, and energy efficiency workshops, ensuring they align with the available resources and community capacity.
Timescale	The Climate Action Resource Plan will be developed within six months, with the first project launched within nine months. A full review and resource assessment will take place annually.

# SO6: Ensure good governance and fiscal responsibility of all Council activities and assets.

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- 6.1 Implement the Council's new Communications Strategy.
- 6.2 Ensure that the Council adheres to all statutory obligations (incl. Local Government Act 1972, Health & Safety at Work Act, Employment Rights Act) to ensure good governance, mitigation of risk and lawful decision-making.
- 6.3 Continue to invest in our staff and Councillors with agreed continuous professional development and training.
- 6.4 Be a living wage employer.
- 6.5 Use local and ethical supplies of goods and services wherever practicable.
- 6.6 Ensure that the Council's assets are well maintained and fit for purpose.
- 6.7 Develop an appropriate depot for the Technician's team.
- 6.8 Implement the Council's Collections Policy and ensure the safe keeping (incl. cataloguing and safe keeping) of the Council's artefacts and documents, including the Civic Regalia.

Strategic Objective – SO6:  
6.1 Implement the Council’s  
new Communications  
Strategy.

- **Communication Objective – SO6: 6.1 The Council will implement its new Communications Strategy within six months, aiming to increase public engagement by 20% and improve internal communication efficiency by 15% within the first year.**

Specific	The Council will implement its new Communications Strategy, improving internal communication, increasing transparency, and enhancing public engagement across all channels.
Measurable	The Council will aim for a 20% increase in public engagement across social media and a 15% improvement in internal communication efficiency within 12 months.
Achievable	Through staff training on the Communications Strategy and the effective use of communications tools, such as social media platforms and newsletters.
Realistic	Implement the new Communications Strategy will align with the Council’s commitment to improving transparency.
Timescale	The Council will fully implement its new Communications Strategy within six months, with semi-annual reviews to track progress.

Strategic Objective – SO6: 6.2 Ensure that the Council adheres to all statutory obligations (incl. Local Government Act 1972, Health & Safety at Work Act, Employment Rights Act) to ensure good governance, mitigation of risk and lawful decision-making.

- **Communication Objective – SO6: 6.2 The Council will ensure full compliance with statutory obligations by conducting annual audits and providing legal and safety training to all staff within the next 12 months, ensuring good governance and risk mitigation.**

Specific	The Council will ensure adherence to statutory obligations, including the Local Government Act 1972, Health and Safety at Work Act, and Employment Rights Act, ensuring all decisions are lawful and risks are mitigated.
Measurable	The Council will conduct annual compliance audits and provide training to 100% of staff on legal obligations within the next 12 months.
Achievable	Through regular audits, legal training for staff, and the Town Clerk overseeing statutory adherence.
Realistic	Ensuring statutory compliance is realistic given the Council’s existing policies and its ability to provide regular staff training and conduct audits.
Timescale	The Council will complete an annual compliance audit, with training provided to staff within 12 months and continuous monitoring of statutory obligations.

Strategic Objective – SO6: 6.3  
Continue to invest in our staff and Councillors with agreed continuous professional development and training.

- **Communication Objective – SO6: 6.3 The Council will provide at least two professional development training sessions annually for staff and Councillors, aiming for 80% participation and achieving five new certifications within the next year.**

Specific	The Council will provide continuous professional development opportunities for staff and councillors, including workshops, training sessions, and certifications in relevant areas.
Measurable	The Council will offer at least two professional development training sessions per year, with 80% participation from staff and Councillors, and aim for five certifications achieved annually.
Achievable	By partnering with training providers, allocating a professional development budget, and creating individual training plans for staff and Councillors.
Realistic	The Council's commitment to improving staff and councillor capabilities and the availability of training resources.
Timescale	The Council will offer at least two professional development opportunities annually, with progress reviews conducted at the end of each year.

Strategic Objective –  
SO6: 6.4 Be a living  
wage employer.

- **Communication Objective – SO6: 6.4 The Council will become a living wage employer within six months, ensuring that all staff are paid at or above the national living wage, with annual reviews to maintain compliance.**

Specific	The Council will commit to being a living wage employer, ensuring that all staff are paid at least the national living wage.
Measurable	The Council will ensure that 100% of its employees are paid at or above the living wage, with wage levels reviewed annually to remain in line with national standards.
Achievable	By updating wage policies to meet living wage requirements and adjusting the budget as needed to ensure compliance.
Realistic	The Council's commitment to fair pay and the widespread adoption of living wage standards.
Timescale	The Council will implement living wage policies within six months, with annual reviews to ensure all staff continue to be paid at or above the national living wage.

Strategic Objective – SO6: 6.5 Use local and ethical supplies of goods and services wherever practicable.

- **Communication Objective – SO6: 6.5 The Council will source at least 50% of its goods and services from local and ethical suppliers within the next 12 months, promoting sustainability and supporting the local economy.**

Specific	The Council will prioritise purchasing goods and services from local businesses and ethical suppliers, promoting sustainability and supporting the local economy.
Measurable	The Council will aim to source at least 50% of its goods and services from local and ethical suppliers within 12 months, with regular reviews to track progress.
Achievable	By establishing relationships with local suppliers and updating procurement policies to prioritise ethical and sustainable sourcing.
Realistic	Given the availability of such suppliers and the Council’s commitment to promoting sustainable practices.
Timescale	The Council will aim to source 50% of its goods and services from local and ethical suppliers within 12 months, with annual reviews to track compliance.

Strategic Objective – SO6: 6.6  
Ensure that the Council’s assets  
are well maintained and fit for  
purpose.

- **Communication Objective – SO6: 6.6 The Council will implement a bi-annual maintenance schedule within six months to ensure that all assets, including buildings and vehicles, are well-maintained and fit for purpose.**

Specific	The Council will maintain all its assets, ensuring that buildings, vehicles, and equipment are regularly serviced and fit for purpose.
Measurable	The Council will conduct bi-annual maintenance checks on all assets, aiming to reduce repair costs by 15% over the next 12 months through preventative maintenance.
Achievable	By establishing a regular maintenance schedule and allocating sufficient funds to ensure timely repairs and upgrades.
Realistic	Given the Council’s existing resources and its responsibility to ensure that public assets are safe and functional.
Timescale	The Council will implement a bi-annual maintenance schedule within 6 months to ensure that all assets remain well-maintained and fit for purpose.

Strategic Objective – SO6:  
6.7 Develop an appropriate depot for the Technician’s team.

- **Communication Objective – SO6: 6.7 The Council will develop a fully equipped depot for the Technician’s team within 24 months, improving operational efficiency by 10% and ensuring that equipment and vehicles are securely stored.**

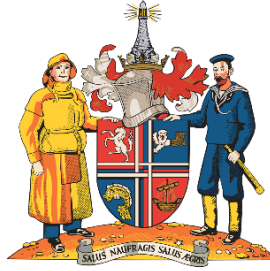
Specific	The Council will develop a well-equipped depot for the Technician’s team, providing space for equipment, vehicles, and supplies to enhance operational efficiency.
Measurable	The Council will complete the development of the depot within 24 months, with a 10% improvement in the Technician team’s operational efficiency.
Achievable	By securing a suitable location, allocating a budget, and coordinating with contractors to build or renovate the depot.
Realistic	Given the Council’s need to improve the Technician operations and the availability of resources to complete the project.
Timescale	The Council will complete the development of the depot for the Technician's team within 24 months, with quarterly progress updates to ensure the project remains on track.

Strategic Objective – SO6: 6.8  
Implement the Council’s Collections Policy and ensure the safe keeping (incl. cataloguing and safe keeping) of the Council’s artefacts and documents, including the Civic Regalia.

- **Communication Objective – SO6: 6.8 The Council will implement its Collection Policy within 12 months, ensuring that 100% of artefacts and documents are catalogued and securely stored, with bi-annual reviews to maintain proper preservation.**

Specific	The Council will implement its Collections Policy to ensure that artefacts, historical documents, and the Civic Regalia are properly catalogued and securely stored.
Measurable	The Council will catalogue 100% of its artefacts and documents within 12 months and ensure that all items are securely stored according to the Collections Policy.
Achievable	By training staff in cataloguing procedures, allocating resources for secure storage, and collaborating with preservation experts when needed.
Realistic	Implementing the Collections Policy is realistic, as the Council has the resources and responsibility to preserve its artefacts and historical documents.
Timescale	The Council will complete the cataloguing and secure storage of artefacts and documents within 12 months, with bi-annual reviews to ensure proper preservation.

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## Ramsgate Town Council

# CRISIS COMMUNICATION PLAN

<b>Adopted</b>	<b>28 January 2026</b>
<b>Due to review</b>	<b>Yearly or following a crisis or major incident</b>

### **Executive Summary**

The Ramsgate Town Council Crisis Communication Plan provides a structured and coordinated approach for managing communication during emergencies, significant incidents, or events that have the potential to impact public safety, service delivery, or the Council's reputation. The plan ensures that accurate, timely and consistent information is shared with residents, partners, staff, councillors, and the media throughout all stages of a crisis.

This document establishes a clear escalation framework that categorises incidents into four levels of severity, enabling the Council to respond proportionately and effectively. It identifies the Rapid Response Team, outlines their roles and responsibilities, and sets out the processes required for alerting, assessing, activating, administering, and concluding the Council's response.

At the core of this plan is the commitment to transparency, public safety, and community confidence. The Town Clerk leads the overall response, with the Marketing and Communications Officer responsible for coordinating internal and external communications. Additional support roles ensure that key areas, including tourism, events, business engagement and administrative services, are covered across all types of incidents.

The plan also provides practical guidance on communication methods, best practices, and common risks, supported by clear do's and don'ts to maintain professionalism and accuracy under pressure. A post-incident review process ensures that every crisis is evaluated, lessons are learned, and improvements are implemented.

By maintaining and regularly reviewing this plan, Ramsgate Town Council ensures it is prepared to respond rapidly and effectively to any crisis, safeguarding residents, protecting staff, and strengthening the resilience of the community it serves.

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## 1. **Purpose**

This Crisis Communication Plan outlines how Ramsgate Town Council will prepare for, respond to, and recover from any incident that threatens public safety, operational continuity, Council facilities, reputation, or stakeholder confidence.

The document provides:

- A clear escalation framework for evaluating the severity of a crisis.
- Defined roles and responsibilities for Council staff.
- A standardised process for notification, assessment, action, communication, and debrief.
- Guidance for internal and external communication during emergencies.
- Practical steps to ensure responses are coordinated, timely, and consistent.

This plan should be reference immediately whenever a situation arises that could impact residents, staff, Council operations, public events, or the reputation of Ramsgate Town Council.

## 2. Escalation Framework

Level	Description	Action
<p><b>Level 1 (Major Crisis)</b></p>	<p>A severe incident posing immediate risk to life, safety, or major operational failure. High media interest likely. Long-term reputational impact possible.</p> <p><b>Examples:</b> Major fire, violent incident at a Council site/event, serious safeguarding breach, large-scale data breach, structural failure, terrorism-linked threat.</p>	<ul style="list-style-type: none"> <li>• <b>Town Clerk</b> assumes immediate command.</li> <li>• Rapid Response Team fully activated.</li> <li>• Immediate coordination with emergency services.</li> <li>• External communications approved only by Town Clerk.</li> <li>• Media statements issued by <b>Marketing and Communications Officer</b>.</li> </ul>
<p><b>Level 2 (Significant Incident)</b></p>	<p>A disruptive event with potential reputational impact or partial service outage affecting residents or partners.</p> <p><b>Examples:</b> Building evacuation, IT outage affecting services, significant complaints surge, incident at a public event.</p>	<ul style="list-style-type: none"> <li>• <b>Town Clerk and Marketing and Communications Officer</b> notified.</li> <li>• Partial activation of Rapid Response Team.</li> <li>• Initial holding statement approved and issued by <b>Marketing and Communications Officer</b>.</li> </ul>
<p><b>Level 3 (Localised Issue)</b></p>	<p>A manageable issue affecting a specific service, team, or small number of residents. Reputational risk low to moderate.</p> <p><b>Examples:</b> Minor health and safety incident, isolated service disruption, inaccurate online information, councillor complaint trending online.</p>	<ul style="list-style-type: none"> <li>• <b>Marketing and Communications Officer</b> manages communications.</li> <li>• Clerk informed.</li> <li>• Internal briefing provided to staff and relevant councillors.</li> </ul>
<p><b>Level 4 (Routine Disruption)</b></p>	<p>A minor issue resembling an escalation of normal day-to-day challenges.</p> <p><b>Examples:</b> Angry resident on social media, short-term website glitch, minor event changes.</p>	<ul style="list-style-type: none"> <li>• <b>Marketing and Communications Officer</b> resolves and documents.</li> <li>• Inform Clerk only if escalation required.</li> </ul>

### 3. Incident Response Team (Rapid Response Team)

The Rapid Response Team is responsible for coordinating all decisions, internal communication, and public messaging during a crisis. The team ensures quick, accurate and consistent communication across all channels.

#### Team Members

- **Lead:** Town Clerk, Laura Fidler
- **Deputy Lead:** Marketing and Communications Officer, Dean Williams
- **Supporting Officers:**
  - Office Administrator, Katie Kelley
  - Mayor's PA, Kim Hobbs
  - Town Centre & Tourism Manager, Rebekah Smith
  - Visit Ramsgate Project Manager, Gemma Dempsey
  - Community Engagement and Events Organiser for Radford House, Suzy Humphries

#### First Line of Defence

These individuals must be informed immediately when any potential crisis is identified.

<u>Name</u>	<u>Role</u>	<u>Preferred Contact Method</u>
<b>Laura Fidler</b>	Town Clerk	Email
<b>Dean Williams</b>	Marketing and Communications Officer	Email / Microsoft Teams Chat
<b>Katie Kelley</b>	Office Administrator	Email
<b>Kim Hobbs</b>	Mayor's PA	Email
<b>Group Communication Channel</b>	Microsoft Teams Chat	

#### Greater Response Team

This team is activated for Level 1 – 2 crises.

Additional support may be drawn from:

- Council Chair
- Councillors (as required)
- HR or Legal advisors
- External emergency services
- Contractors or event partners
- IT support

#### 4. Roles and Responsibilities

<b>Role</b>	<b>Name</b>	<b>Responsibilities</b>
<b>Lead Decision Maker</b>	Laura Fidler	<ul style="list-style-type: none"> <li>• Authorises crisis level.</li> <li>• Approves public statements</li> <li>• Liaises with emergency services.</li> <li>• Signs off all critical decisions.</li> </ul>
<b>Communications Lead</b>	Dean Williams	<ul style="list-style-type: none"> <li>• Drafts and issues statements.</li> <li>• Manages social media.</li> <li>• Updates website.</li> <li>• Media handling.</li> <li>• Maintains message consistency.</li> </ul>
<b>Mayor's Office Communication Support</b>	Kim Hobbs	<ul style="list-style-type: none"> <li>• Supports coordination for Mayoral comments if required.</li> <li>• Manages incoming enquiries.</li> </ul>
<b>Internal Operations Support</b>	Katie Kelley	<ul style="list-style-type: none"> <li>• Manages internal staff updates.</li> <li>• Manages social media.</li> <li>• Updates website.</li> <li>• Maintains message consistency.</li> <li>• Logs crisis actions.</li> </ul>
<b>Tourism and Visitor Communications</b>	Gemma Dempsey	<ul style="list-style-type: none"> <li>• Ensures Visit Ramsgate channels reflect accurate information.</li> <li>• Supports communications for visitor-facing incidents.</li> </ul>
<b>Town Centre and Business Liaison</b>	Rebekah Smith	<ul style="list-style-type: none"> <li>• Communicates with local businesses, partners, and traders.</li> <li>• Monitors high street impacts.</li> </ul>
<b>Event and Venue Response</b>	Suzy Humphries	<ul style="list-style-type: none"> <li>• Manages crises related to events or Radford House.</li> <li>• Ensures venue safety communication and liaison with organisers.</li> </ul>

## 5. **Crisis Management Process**

### **PHASE 1: ALERT**

Any staff member identifying a potential crisis must:

1. Immediately contact the **Town Clerk** and the **Marketing and Communications Officer**.
2. Provide a brief description of the incident.
3. Share photos, evidence, or messages if relevant.
4. Err on the side of caution—**if unsure, report it**.

Rapid Response Team will be activated if required.

### **PHASE 2: ASSESS**

The Rapid Response Team assesses the situation:

- What happened, where, and when?
- Who is affected?
- Is there any immediate danger?
- Are emergency services involved?
- Is there reputational, operational or safety risk?
- Does this require a holding statement?
- Which escalation level applies?

A decision is then made on activation level.

### **PHASE 3: ACTIVATE**

Once an escalation level is confirmed, actions begin.

#### **Example Actions & Allocations**

<b>Action Item</b>	<b>Responsible Party</b>
Issue internal briefing	Laura Fidler
Draft initial holding statement	Dean Williams
Approve public messaging	Laura Fidler
Update website and social media	Dean Williams / Katie Kelley
Contact businesses/partners	Rebekah Smith
Update Visit Ramsgate pages	Gemma Dempsey
Manage event/venue impacts	Suzy Humphries
Log all actions	Katie Kelley

### **PHASE 4: ADMINISTER**

The team continues managing the crisis:

- Regular internal check-ins.
- Ongoing monitoring of social media and local news.
- Updating messages as more information becomes available.
- Coordinating with emergency services.
- Supporting residents and stakeholders.
- Keeping councillors appropriately informed.
- Creating a timeline of events.

All communication must remain timely, consistent, and approved.

**PHASE 5: ADJOURN (Post-Crisis Review)**

A full de-brief will be held to evaluate:

- What occurred.
- How communication was handled.
- What worked well and what didn't.
- Response time and accuracy.
- Staff capacity and coordination.
- Public sentiment and feedback.

The Marketing and Communications Officer will produce a post-incident review report, outlining:

- Lessons learned.
- Recommended updates to this plan.
- Training needs.
- Any follow-up communication required.

## 6. Do's and Don'ts

DO'S	DON'TS
<input checked="" type="checkbox"/> Communicate quickly and clearly.	<input type="checkbox"/> Speculate or offer unverified information.
<input checked="" type="checkbox"/> Confirm all facts before publishing.	<input type="checkbox"/> Engage in arguments or emotional responses.
<input checked="" type="checkbox"/> Maintain a calm and professional tone.	<input type="checkbox"/> Publish anything without approval.
<input checked="" type="checkbox"/> Log every action taken.	<input type="checkbox"/> Delay issuing a holding statement.
<input checked="" type="checkbox"/> Keep residents informed through official channels.	<input type="checkbox"/> Forget internal communication - staff must feel informed.
<input checked="" type="checkbox"/> Coordinate closely with emergency services.	<input type="checkbox"/> Ignore misinformation online - respond appropriately.
<input checked="" type="checkbox"/> Ensure accessibility of all updates.	<input type="checkbox"/> Contradict the agreed core message.

## **7. Maintaining an Effective Response Plan**

To ensure this plan remains effective, the Council will:

- Conduct an annual review of the Crisis Communication Plan (and a review after a Crisis happens).
- Run simulation exercises twice per year.
- Refresh staff training following personnel changes.
- Update contact lists quarterly.
- Review digital channels and accessibility annually.
- Integrate lessons learned from each real incident.



## Ramsgate Town Council

# Public Consultation Communication Plan

### **Objective:**

To ensure all public consultations are accessible, inclusive, and widely promoted across various platforms, enabling meaningful community engagement and feedback.

The following plan may be tailored to suit the specific consultation, as directed by the Town Clerk and Responsible Financial Officer. If there are statutory considerations, the plan will also be tailored to meet these requirements (i.e. the Neighbourhood Plan Regulation 14 Statutory Consultation) as required.

## **1. Pre-Consultation Planning**

### **Consultation Period:**

- Week 1 of the Consultation.

### **Tasks:**

- Define consultation objectives, scope, and key questions, including but not limited to:
  - Age (if appropriate).
  - Ethnicity (if appropriate).
  - Gender (if appropriate).
  - Where did you hear about this consultation? (Mandatory).
  - Your Postcode (Mandatory).
- Identify target groups (e.g., residents, businesses, visitors, young people, etc.).
- Assign responsibilities (Marketing and Communications Officer, Office Administrator, Technician for distribution).

### **Outputs:**

- Final consultation content (survey, documents, questions).
- Communications tailored for different media.

## **2. Launch Preparation**

### **Consultation Period:**

- Week 2 of the Consultation.

### **Website:**

- Upload to the dedicated consultation webpage with:
  - Background information.
  - Consultation documents.

- Online survey or downloadable feedback forms (Google Form).
- Contact details for alternative formats.

**Social Media:**

- Prepare a series of scheduled posts (Facebook, Twitter/X, Instagram) with:
  - Announcement graphics.
  - Clear call-to-action.
  - Link to the consultation webpage.
  - Accessibility options (alt-text, captions).

**Community Ad Magazine**

NB. Only if possible within Community Ad publication schedule.

- Submit a summary article and visual advert to appear in the next issue.

**Printed Copies:**

- Prepare physical consultation packs (documents and response forms).
- Distribute to list at Appendix 1.
- Targeted printed distribution *may* be considered (i.e. if we want to consult with residents/businesses in a small area).

**3. Consultation Live Period**

**Consultation Period:**

- Weeks 2 - 6 of the Consultation.

**Duration:**

- Standard consultation window: 4 weeks.

**Website (Ongoing):**

- Prominently display the consultation on the homepage.
- Weekly updates or reminders to encourage responses.

**Social Media (Weekly):**

- Minimum of 2 posts per week:
  - One informative post (e.g., explaining a key issue).
  - One reminder and/or community quote.
- Boost posts where budget allows to reach wider demographics.

**Newsletters:**

- Email regular updates and information to those subscribed to the Mailchimp newsletter for consultations.

**Printed Copies:**

- Monitor stock and restock printed materials as needed.

**Press Release:**

- A press release issued to all media outlets on record, plus a follow up halfway through the consultation.

**Radio:**

- Short informative snippets to be sent to the local radio, to be read out.

## **4. Closing and Acknowledgement**

### **Consultation Period:**

- Week 6 of the Consultation.

### **Actions:**

- Close online survey and collect all physical feedback.
- Acknowledge public participation via:
  - Social media thank-you post.
  - Website banner update.
  - Email or printed thank-you notice (if appropriate).
- Collect responses in person or via mail.

## **5. Post-Consultation Reporting**

### **Consultation Period:**

- Weeks 7 - 10 of the Consultation.

### **Council:**

Report the results of the consultation to the next appropriate meeting of the Council.

### **Website:**

- Publish a summary report or “You Said, We Did” update.
- Move the consultation to the side menu to keep a record, which would show the detailed results.
- Share any decisions made or next steps.

### **Social Media:**

- Share highlights from the results and decisions.
- Post a link to the full report.

### **Community Ad Magazine:**

- Include a short article summarising the outcomes of the consultation in the next available issue.

## **Ongoing Engagement:**

- Keep a list of consultations updated on the website.
- Encourage community sign-up for Mailchimp newsletters.
- Evaluate and improve the communication process after each consultation.

## **Version**

**Version 1** Document drafted and implemented by Town Clerk and Responsible Financial Officer, in consultation with Marketing and Communications Officer (15/05/2025).

**Version 2** Revised by the Marketing and Communications Officer, in consultation with the Office Administrator after completing the Town Centre TRO Consultation (18/07/2025) *Revision – Additional methods, questions and groups added.*

## Appendix 1

Specific groups to be contacted with the aim of reaching people with protected characteristics:

Organisation or Business	Contact	Address	Protected Characteristics	Printed Materials
East Kent Mencap		Meeting Street	Disability	20 copies
CAB			All groups	20 copies
Arts in Ramsgate			All groups	20 copies
Newington Community Centre			All groups	20 copies
St George's Hall			All groups	20 copies
Jewish Community	Rabbi Cliff		Race and Religion	20 copies
Muslim Community	Councillor Raushan Ara		Race and Religion	20 copies
Christian Community	Rev. Paul Worledge		Race and Religion	20 copies
Salvation Army			Race and Religion	20 copies
Polish Supermarket		67 High Street	Race and Religion	20 copies
Romanian Supermarket		Harbour Street	Race and Religion	20 copies
Chinese Supermarket		157 Kings Street	Race and Religion	20 copies
Ukrainian Community	Councillor Austin or Councillor Wing		Race and Religion	20 copies
Custom House VIC			All groups	20 copies
Radford House	Chat Time		All groups	20 copies
The Library			All groups	20 copies
Pie Factory			Age (Youth)	20 copies
Warre Rec Skatepark Group			Age (Youth)	20 copies
85 Businesses			All groups	1 Flyer and 1 Poster per Business
Councillor Surgeries			All groups	20 copies per surgery

This list should be updated whenever the Council becomes aware of any different or new groups in the community that can assist with communication with people with protected characteristics.