



Rule

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The Riksbank's rules for communication

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The Riksbank's rules for communication

The Riksbank's rules for communication shall:

- be a platform for the work on communication,
- form the basis of prioritisation, control and follow-up of the communication work by describing the objectives for the communication, prioritised target groups and suitable communication channels, and
- give an account of the division of responsibility regarding information and communication, both internally and externally.

The Riksbank reviews its rules for communication on a regular basis.

The Riksbank's communication

Communication is a means for the Riksbank to attain the objectives of the annual strategic plan. When, where and with whom we communicate both internally and externally affects the image of the Riksbank. The Riksbank shall be perceived to be an open, modern, clear and competent organisation. Consequently, the Riksbank's communication is to be:

Open

Our openness is to be based on the principle of public access to official documents, the Freedom of the Press Act and legislation regarding the right to free speech.

Openness means that it must be possible to scrutinise the Riksbank. This is important for the Bank's internal work, since we are then obliged to discuss and test the premises of the operations. It contributes to effective running of operations. It is also important that our external relations are characterised by respect and understanding for different target groups' role in society, working methods and working conditions.

Impartial

Information from the Riksbank is always to be impartial, correct and well-founded. Facts must always be checked before publication of information. In this way we are seen to be competent and credible.

Comprehensible

The information is to be formulated in a manner that is comprehensible and clear to the recipient. The Riksbank shall always aim to express itself in clear language. Clear language means more than just a grammatically correct text. It means that we must write so that the recipient can easily understand.

The language must not prevent individuals from understanding what the Riksbank does or says. Receiving plain and clear information is a democratic right. Confidence in the Riksbank increases if people can easily understand what we write. Short and comprehensible texts are read more often, they save time and reduce the risk of misunderstanding. This applies to both the texts we write for each other within the Riksbank and to what we say and write externally. According to the Administrative Procedure Act (1986:223), an authority shall strive to express itself in a way that is easy to understand.

To be comprehensible also means that information and communication from the Riksbank must be adapted to target groups. Information and communication must be easily accessible to the intended target group, with regard to content, design and choice of channel. We are also to study different target groups' interests and information and communication requirements.

Up to date

Information from the Riksbank must always be up to date. The objective is that we provide first-hand information about our activities. Questions must be answered immediately or as quickly as possible.

1. Rules for external communication

1.1 Objective

The objective of the Riksbank's external communication is that the target groups are to have:

- a high level of confidence in the Riksbank and
- knowledge of the Riksbank's role in the economy.

In that way information and communication will contribute to achieving the price stability objective and promote a secure and effective payment system.

1.2 Target groups

The target groups for the Riksbank's external communication are:

- the Riksdag (Swedish parliament),
- the financial markets,
- the media,
- authorities and organisations within the Riksbank's field of interest and
- ultimately the general public in the capacity of households.

Information and communication from the Riksbank must be adapted to increase the level of knowledge of the target groups. This means that the message and the choice of initiative and channel are to be adapted to each target group. A more detailed description of each field of activity's prioritised target groups and communication objectives is provided in appendix 1. In connection with the business planning process the Riksbank must set priorities for target groups and various initiatives.

The general public

A condition for the Riksbank to fulfil its objectives is that the general public, that is households in Sweden, has confidence in the Bank. For confidence to be stable it must be based on the Riksbank being open. The information must be comprehensible, correct and impartial. The Riksbank has little opportunity to communicate directly with households. Other target groups can be seen as further agents of information between the Riksbank and households.

The Riksbank is to work to raise the general public's level of knowledge about the economy. The general public must be aware of the importance of monetary policy to the economy and employment, as well as the importance of a safe and efficient payment system.

In order to build up knowledge in the long-term, the Riksbank is to provide support to the teaching of economics and social studies at upper-secondary and university levels.

As the issuer of banknotes and coins, the Riksbank has a responsibility to inform the general public about which banknotes and coins are legal tender.

The Riksdag (the Swedish parliament)

The Riksbank is an authority under the Riksdag, the Swedish parliament. Consequently the Riksbank must inform members of the Riksdag of the work of the Bank. This applies particularly to the Committee on Finance.

The Governor of the Riksbank visits the Committee on Finance at least twice a year. Information at these visits must always be adapted to the knowledge, needs and wishes of the members of the Committee. By means of the Annual Report and regular reports, the Riksbank submits material for the Riksdag's annual assessment of the Bank's activities.

■ The Riksbank must also offer the Riksdag members regular opportunities to obtain in-depth information about the Bank's activities and to discuss current issues. The members must be able to study the contents of Riksbank reports and must also be able to obtain other information if they wish.

New members of the Riksdag must receive basic information about the Riksbank's activities and role in the economy.

The financial markets

The financial markets play a key role for the Bank's ability to achieve its goals. The confidence of the financial market players, in Sweden and internationally, is of vital importance to interest rate setting and thereby price stability, and to the promotion of a safe and efficient payment system.

The Riksbank must keep the players in the financial markets well-informed and offer in-depth information about the existing rules and regulations for the Bank's various activities and about the Bank's analysis, stance and justification for decisions. The communication is to contribute to making monetary policy clear and as predictable as possible, so that the target groups have confidence in the Bank. The communication must also contribute to maintaining the confidence of the target groups in the analysis of the financial stability, the cash management and the payment system.

The media

The press, radio and television are important channels for providing and interpreting information. Contact with the mass media is therefore of great importance for the Bank's external communication.

The Riksbank is to ensure close and regular contact with the media and work to ensure that journalists have a good understanding of the Riksbank's goals and working methods. Economic and social editorial desks must be given the opportunity to stay well-informed about the Bank's analyses, positions and motives for decisions. We do this by providing correct, relevant and comprehensible information. In that way the Riksbank creates the conditions for correct reporting and scrutiny.

The Riksbank must take the initiative in news distribution and debate and act swiftly in response to events in the world around. Transparency in relation to the media means regarding their examining role as an asset for improving and developing the Riksbank's organisation and working methods.

Authorities and organisations within the Riksbank's field of interest.

The Ministry of Finance, Finansinspektionen (the Swedish Financial Supervisory Authority), the Swedish National Debt Office, social partners, municipalities, companies and other central banks are examples of authorities and organisations that play an important role in the work of the Riksbank.

■ This also applies to international organisations such as the International Monetary Fund and the Bank for International Settlements.

The Riksbank must uphold close and regular contact with these institutions and keep them well-informed about the Riksbank's framework and decisions. The Riksbank must contribute to keeping the Swedish people informed about the organisations that the Bank represents, such as the European Central Bank and the International Monetary Fund.

The Riksbank is to specifically target information to the groups that are of considerable importance to the Bank's ability to carry out its tasks. Primarily, this means the social partners and decision-makers in the business sector and municipalities as well as other people who, in different ways, have an opinion forming role in society.

1.3 Channels

The choice of source and medium, in each situation, depends on the target group and the type of information and message to be conveyed.

www.riksbank.se

The external website is to be the target groups' most important medium to obtain information about the Riksbank's activities, objectives and tasks. All external information is provided on the website and we refer people there.

The website must be up to date and user friendly and be perceived to be of interest to different user groups. It is therefore important that the start page is vibrant and stirs interest.

The website can also be used to publish items that are not published in any other form, such as "Economic commentaries". A commentary can be anything from a short examination of a particular question to debate articles and speeches not published in any other form.

Rules for www.riksbank.se:

- the content of the website shall follow the laws and regulations that apply to information on the Internet,
- all texts should be read through to ensure that they are written clearly and be in Swedish and English,
- news items on the start page shall be brief and the information shall be adapted to a broad target group and

The Director of Communications is the legally responsible publisher for www.riksbank.se.

Please also refer to the rules for the external website.

■ Reports and brochures

A large part of the Riksbank's information is presented in the form of reports and other brochures. These must have a clear purpose and an educational approach. Monetary policy reports, monetary policy updates, financial stability reports, and the journal Sveriges Riksbank Economic Review are the Riksbank's main source of targeted information.

Rules for reports:

- reports shall be published on www.riksbank.se in accordance with the publishing routines for information that may affect the markets,
- they shall be read through to ensure clarity and follow the language guidelines set out in *Riksbankens skrivbok* and *Myndigheternas skrivregler* and
- contain summaries that all prioritised target groups can understand.

Speeches

The members of the Executive Board communicate their views on issues related to central banking in speeches.

The purpose of published speeches is to spread information and analyses concerning the work of the Riksbank. Market sensitive information must always be communicated via a press release to guarantee that all target groups receive important information at the same time.

When a speech is published it is always published on our website under "speeches" and on the web page of the individual member of the Executive Board at www.riksbank.se.

Speeches that are not deemed to contain market sensitive information and that mainly aim to present and explain a published report, an interest rate decision or to describe the Riksbank and our tasks, do not need to be published.

The monetary policy speeches can be divided into different categories:

- Policy speeches, in which the Riksbank communicates new information. They may cover anything from changes in the monetary policy framework to new estimates of important variables.
- Speeches about the monetary policy situation in which the members of the Executive Board give an account of their personal stances at past monetary policy meetings.
- Demand-driven speeches are speeches needed to clarify issues that are discussed among our target groups or speeches requested by one of the Riksbank's prioritised target groups.

A large number of inquiries about speeches are received by the Riksbank and the aim is that all inquiries about speeches to the members of the Executive Board are to be dealt with by the Communications Secretariat's speech advisory group, which includes the press office and the Director of Communications. The speech advisory group decides on a number of

■ criteria that should be fulfilled for a member of the Executive Board to hold a speech. After this, the group sends a recommendation to the relevant member of the Executive Board as to whether one should accept or decline the invitation. The member of the Executive Board makes the final decision.

Rules for speeches:

- Subject, target group and message shall be clearly specified beforehand and the speeches shall be planned well in advance. The subject and message shall be adapted to the target group.
- The subject of a speech should in all essentials consist of the proposals the policy departments have presented as important issues. The members of the Executive Board and the Communications Secretariat can also propose subjects to meet demand among prioritised target groups.
- The Executive Board members that hold speeches must be available to the media, directly or via the press service, when public speeches are made.
- Speeches should not be published too often to avoid devaluing our message.
- Monetary policy speeches should not be published at the same time as other important statistics.
- So as not to disrupt the monetary policy process, the Riksbank is restrictive with information close to a monetary policy meeting.
- Internal resources, prioritised target groups, regional distribution and an even distribution between the members of the Executive Board are also factors that must be taken into account when responding to inquiries about speeches.

Once every quarter the Executive Board and policy departments receive feedback as to how many speeches have been held, subjects, target groups and dates. In connection with this, forthcoming speeches and subjects are also discussed and planned. Important target groups are discussed.

Minutes of monetary policy meetings

In order to create openness and clarity about the Executive Board's monetary policy decisions, the Riksbank publishes the minutes of the meetings. The minutes recount the discussion held and how each Executive Board member voted. The minutes state the names of the Executive Board members in conjunction with their arguments and conclusions. This provides a good basis for external parties to assess how individual members – and accordingly the Executive Board as a collective – will reason at the next meeting.

Rules for minutes:

- the minutes shall be published on www.riksbank.se in accordance with the publishing routines for market sensitive information,
- they shall normally be published no later than two weeks after a monetary policy meeting,

- - they shall be read through to ensure clarity, but taking into account the Executive Board members' own formulations and
 - be written in the third person.

The mass media

Please also refer to the rules for media relations below.

Personal communication

Personal communication is of key importance in order to build relationships and to influence attitudes and behaviour. The Executive Board members and other members of staff meet many individuals in conjunction with meetings, seminars and lectures. Seminars and conferences are arranged when we wish to have a dialogue with the target groups in order to improve their understanding of the Bank's tasks and role and when we wish to receive input to our activities.

The content of the communication is to be adapted to the target group and occasion. The subject, date and forum of appearances are to be chosen so that resources are used in the best way and the communication is as effective as possible.

1.4 Planned communication

The work of communication must be an integrated part of the Riksbank's operations. This means that the communication planning is integrated with the business planning. This also means that those in the Communications Secretariat who are responsible for monitoring the different departments closely follow the respective department's day-to-day work and projects.

The communications officers responsible for monitoring the different departments are to support the respective departments in their communication work. The departments and communications officers responsible for monitoring the different departments are to jointly analyse needs, set communication targets, formulate messages, select the channel on the basis of purpose, recipient information needs and communication practices.

The information and communication aspect must be taken into account at an early stage in the Bank's daily activities. To communicate effectively, knowledge and understanding are required of the target groups, the level of competence, the information needs and the correct time to provide information. For important decisions, organisational changes and major projects a communication plan must be prepared in consultation between the department concerned and the Communications Secretariat.

The plan can describe the target group, the desired result, the choice of channel, timetable, interacting projects and evaluation method. Please also refer to the description of

procedures for communication plans and the communication plan template. In order to be able to learn from past experience, the activities in the plan should be evaluated and thereafter accurately summarised, following the completion of each project.

1.5 Graphic profile

The Riksbank communicates in a variety of ways – through publications, speeches, press releases, seminars, letters etc. Material that comes from the Riksbank must, however, always be easily recognisable. It is therefore important to present the Bank consistently. Read more about the Riksbank's graphic profile in the Riksbank's graphic manual. The graphic manual provides information about the Riksbank's logotype, font, colours etc.

1.6 Responsibility

The Executive Board

The Executive Board determines the policy for the Riksbank's communication.

Director of Communications

The Director of Communications is responsible for ensuring that the Riksbank's communication policy and communication rules are observed and followed up. The responsibility refers to steering, co-ordinating and developing the information and communication activities.

Managers

The Riksbank's decentralised responsibility for information means that managers at all levels, as well as experts, are always responsible for ensuring that the content of our information is correct. This also means that the heads of department are responsible for their department's external communication and for their department's reports and other information material. But they must always collaborate with the Communications Secretariat.

Employees

Each employee must be attentive to communication needs and communication problems and, in consultation with the head of department, take initiatives to resolve them.

Employees must also forward relevant information to the Communications Secretariat and, in consultation with the Communications Secretariat, implement information and communication measures.

Each employee who is responsible for a subject area has a responsibility for communication in that area. Employee responsibility also consists of following the Riksbank's graphic profile and using plain Swedish in all written information, both on paper and electronically.

■ Communications Secretariat

The Communications Secretariat provides support in communication activities as internal consultants. The Communications Secretariat steers, coordinates and develops information and communication initiatives both internally and externally.

The Communications Secretariat is also responsible for:

- planning overall communication,
- producing information about the Riksbank,
- ensuring that the overall information that leaves the Bank follows the existing policy and profile decisions,
- drawing attention to communication requirements and presenting them to the management or the department concerned, and
- monitoring the image of the Riksbank by, among other things, continuously following how the Bank and its activities are mirrored in the media and in public debate.

Spokespersons

The Riksbank has decentralised the responsibility for information. This means that each head of department comments on issues handled in their own department and that factual information is provided by the relevant official. A specific spokesperson can be appointed for special projects.

With regard to some issues, employees with close external contacts are expected to be able to supply clear and consistent information. Well-founded arguments are essential for our credibility. The Chief Press Officer or Director of Communications can provide regular responses concerning the Riksbank's positions on important matters. These officers must always consult with the members of the Executive Board and the heads of department or other employees concerned.

On overall issues the Riksbank is normally to be represented by the Governor or by another member of the Executive Board. Statements can also be made by the Director of Communications, the Chief Press Officer and the Head of the General Secretariat. However, only the members of the Executive Board may make independent statements on monetary policy and financial stability.

In situations of crisis, information is coordinated by the Communications Secretariat together with the Riksbank's management group, in accordance with the procedures for crisis management.

For well-coordinated external communication, all contacts with the media must be reported to the Riksbank's press service.

■ 1.7 Handing of secret or market sensitive information

All employees should be aware of and follow the rules that apply to public access to official documents and secrecy in the Riksbank's activities.

Information about the Riksbank's activities which can affect the markets shall be published as quickly as deemed possible, via one or more of the channels that are normally used. The communication shall comply with the requirement that information is distributed to all target groups simultaneously.

2. Rules for media relations

The image of the Riksbank and confidence in our activities is largely affected by what is written, related and shown in the media. Accordingly, the way the Riksbank manages questions from the media has considerable significance for how the Bank's decisions and standpoints are perceived by the world around us.

2.1 Objective and target groups

Financial journalists and editorial writers of Sweden's leading media shall:

- have a high level of confidence in the Riksbank,
- understand and report on our monetary policy reports, financial stability reports and speeches and
- perceive us as a competent, modern, clear, open and accessible authority.

They are found among:

- morning papers with nationwide coverage,
- radio,
- television,
- larger provincial newspapers,
- news agencies,
- the business press,
- finance magazines and
- the above web newspapers.

2.2 Overall strategy

In the Riksbank's communication and information to the media we shall:

- be clear about the Riksbank's role and always state which instruments the Riksbank has in order to make monetary policy decisions and monitor and promote financial stability in Sweden,
- explain our operational areas,
- work proactively, that is, when possible, we approach the media before they approach us. This gives us greater opportunity to communicate the image of the

■ Riksbank as competent, modern, clear, open and accessible and

- be perceived to be accessible, credible, service-minded and professional.

2.3 Channels for media relations

Press conferences

Press conferences are always arranged after monetary policy decisions and on publication of the Financial Stability Report. Otherwise, press conferences are a channel to be used very sparingly – only when major news is to be presented.

Rules for press conferences:

- press conferences are always held after the monetary policy decisions, when the Financial Stability Report is presented and when important events occur,
- press conferences are arranged on the initiative of or in consultation with the press service,
- they shall not last longer than one hour and
- spokespersons shall be available directly after the press conference or via the press service, which can act as an intermediary.

Press releases

The press service is responsible for writing and sending out press releases. An assessment must always be made in consultation with the respective head of department and officer concerned. The press release shall be concise, simple and clear.

Ultimately, the Executive Board is to approve all press releases that concern the monetary policy decisions and the Financial Stability Report.

The Communications Secretariat is responsible for other press releases in consultation with the head of department concerned.

Rules for press releases:

- there must be news value,
- it shall preferably be no longer than a page,
- the most important, the news, should come first,
- it is to contain quotes, when possible,
- spokespersons shall be available immediately or via the press service, which can act as an intermediary, and

- it must always be published on our website and be sent to journalists via our news distributor.

2.4 Responsibility

Head of Department

The respective head of department or expert is to make statements on factual issues. It is each employee's responsibility to assess when he or she may comment on behalf of the Riksbank and when it is appropriate to refer a journalist to someone else. The press service must be informed when a statement is made to the media.

The press service

The press service shall be accessible to the media 24 hours a day via the duty press office. Internally the press service shall function in an advisory capacity in media and interview situations. The Chief Press Officer heads the press service and is responsible for the operative and strategic work in the management of the media.

If a person requests to see the contents of a public document the Riksbank's procedures concerning public access to official documents and secrecy must be followed.

3. Rules for internal communication

3.1 Objective

Successful external communication begins internally. All Riksbank employees must have access to the information they need in order for them to carry out their jobs. All employees also need to understand their role and see their contribution to the Riksbank's total activities. This is a prerequisite for communicating a consistent message.

The objective of internal communication is to facilitate achievement of the Riksbank's goals. Our work is most effective when our employees have much knowledge of and understanding for the Riksbank's objectives and activities. Internal communication is therefore to:

- enable employees to understand the Bank's vision and objectives, activities and its role in society as well as their own role in the Bank,
- help increase employees' competence and ability to make correct decisions in their own work and to produce good material for decisions,
- create a positive work climate that helps increase work motivation and efficiency by allowing employees to participate in the Bank's decision-making and work processes.

- - promote cooperation between the Bank's departments and divisions, and stimulate communication and a constructive exchange of ideas,
 - help ensure that the employees are prepared for questions and discussions regarding the Bank's activities and
 - contribute to well-functioning external communication.

3.2 Target group

The target group for internal communication is all Riksbank employees at different levels:

- all employees
- heads of division
- heads of department, and
- the trade union organisations.

3.3 Structure for internal communication

There are several different kinds of communication at the Bank, which have different aims. Dividing communication into different types facilitates the work of communications planning, since the communication initiatives are steered by the aim and information requirements of the target groups.

- *Work communication* shall provide the employees with the knowledge they need to carry out their daily tasks.
- *News communication*, which is sometimes also termed *situational information*, is to inform the employees of important decisions, events and projects, appointments and other items of general interest. This includes *change communication*, for instance, in the case of organisational change.
- *Steering communication*, which is sometimes also called value communication, is to provide the employees with information about the Riksbank's vision, objectives, strategies and the Bank's direction and conduct.
- *Information about the external environment* is to help employees to stay informed about developments in society that are of importance to the Bank.

3.4 Channels for internal communication

The choice of information channel is determined from case to case depending on the aim of the communication and the employees' information requirements. Internal communication at the Riksbank is to combine rapid news communication with communication that providing the opportunity for reflection and a dialogue on issues of importance.

The following channels are mainly used for internal information:

- *Heads of department and heads of division* constitute the most important channel for employees to receive information that concerns the daily work and the Bank's

objectives and visions. The managers' aim when they communicate is to create meaning and context.

- *Meetings* are important channels, as they provide good opportunities for exchange of information. The purpose of the meeting or meeting points should always be clarified: information, discussion or decision.
- The intranet, *Banconätet*, is the Bank's main channel for immediate news, guidance and information from the management. The intranet is also a storage place for administrative tools such as the system for booking premises and the document management system, DMS. Each department is to have its own shared workspace system in DMS.

In addition, the following channels are used:

- *Information meetings* which are arranged in connection with important occurrences and as a rule when Monetary Policy Reports and Financial Stability Reports are published.
- *Breakfast meetings with the Executive Board*, which are arranged twice a year to discuss important and general issues.
- *The staff magazine, Bancoposten*, the content of which is to reflect the Bank's activities and role in society, thereby acting as a culture-bearer. It should elaborate the information disseminated in other ways and thus act as a form of employee education.
- *Email*, sent to all employees at the Bank, is only to be used in cases where it is especially important to provide information quickly and simultaneously, and where the purpose is that the employees will take action when they receive the information.
- *Printed matter* is used for information where the content is relatively static.

3.5 Responsibility for internal communication

Line managers

The Riksbank has decentralised responsibility for information, which means that the *line manager* is responsible for providing the employees with the information they need in their daily tasks. The manager is also to ensure that the employees are kept well-informed about the activities and plans of the department/division/project and Riksbank.

Executive Board and managers

Information about the Riksbank's vision, objectives, strategies and values is formulated and disseminated by the *Executive Board and management*. The responsibility of managers also includes ensuring that employees' proposals and ideas for the operations are channelled to the right decision-making level.

Employees

■ *Employees* are responsible for actively seeking and monitoring the information they require for their work. Employees that have access to information of potential importance to other employees in their work should spread it to those concerned in an appropriate manner.

Communications Secretariat

The Communications Secretariat is to coordinate, formulate and disseminate information of relevance to all employees, such as important decisions, events and projects, appointments and other items of general interest. The Secretariat is also to function as an adviser to departments, divisions and projects in communication matters and support them in planning communication initiatives. The Secretariat has the main responsibility for the Bank's common channels of communication: the intranet, staff meetings and the staff magazine. The Communications Secretariat is also to be responsible for ensuring that managers and employees are trained in the basics of communication and that they receive information about and understanding for the Riksbank's approach and working methods in communication issues. The person who is responsible for the group of communications officers is responsible for the operative internal communication.

Personnel division

The Personnel Division, together with the Communications Secretariat, is responsible for ensuring that managers and employees are trained to communicate effectively.

4. Rules for the external website

The rules for the website stipulate, for example, objectives and target groups, responsibility and powers of authority, the owners of the information on our website, guidelines for technology and development and how we work with accessibility.

4.1 Objectives and target groups of the website

The website has the following objectives:

- 80 per cent of the visitors should perceive the website texts as simple and clear
- 80 per cent of the visitors should find it easy to navigate the website
- 80 per cent of the visitors should find the website's graphic design attractive (modern, confidence-inspiring)
- The contents should support the Bank's communication objectives.

The target groups of www.riksbank.se are:

- the Riksdag (Swedish parliament),
- the financial market,
- the media,

- authorities and organisations within the Riksbank's field of interest and
- ultimately the general public in the capacity of households.

No target groups are given priority; the website content and design are to meet everyone's requirements.

4.2 Responsibility and powers of authority

To enable long-term planning and development of the external website there are two steering groups that prepare questions of a long-term strategic nature and take care of website development in relation to the Riksbank's objectives and activities.

Technical steering group

The technical steering group handles matters concerning operation, security and technical development of the website. Development of the website is to follow the Bank's IT policy and IT security policy. The head of the IT Department is responsible for ensuring that technical development and operation are in line with the Bank's IT and security policy.

Domains are registered and administered by the IT Department.

Content and structure steering group

The content and structure steering group handles issues concerning the entire contents and presentation of the website.

The Director of Communications has the overall responsibility for the content, structure and presentation of the website.

The Communications Secretariat is responsible for planning and execution of the day-to-day work. This involves:

- planning the work,
- processing, language-checking and publication of information,
- structure and design issues,
- accessibility and usability,
- monitoring of guidelines in the context of the 24-hour web,
- monitoring of research and development in the web area and
- web statistics and follow-up.

As regards publication on the Riksbank website the Communications Secretariat can delegate responsibility for publishing certain information to individual employees. The Communications Secretariat must then ensure that they receive the necessary training. Such delegation can be appropriate for well-defined quantities of information where editorial revision or structural changes are not necessary.

4.3 Information ownership

The Riksbank has decentralised responsibility for information. To ensure correct and updated web content there must be content coordinators at the Communications Secretariat who

■ write, coordinate and update the content of the respective pages or functions on the website. The departments must have *fact coordinators* who are responsible for the correctness of the content. These people are to cooperate to ensure good and correct content.

For long-term, consistent and effective work on our web communication, all administration and all initiatives are required to follow the information and technology guidelines established by the Bank.

The content design must be up to date, correct, comprehensible, relevant, trustworthy, accessible and consistent.

The content must also follow the laws and regulations governing information on the Internet, the Klarspråksgruppen (plain language group) recommendations for web writers and the Guidelines for the 24 hour web for development of web and e-services on public websites.

All information is to be adapted to the web and proofread before publication and the information published in languages other than Swedish must be translated by qualified translators.

The people who publish information on the website must be employed by the Riksbank or otherwise bound by the Riksbank's rules and procedures for the external website.

5. Crisis communication

In situations of crisis the Riksbank's Management Group and Communications Secretariat are jointly responsible for providing information.

6. Follow-up and assessment

By means of recurring follow ups, the Riksbank is to interpret the extent to which the Bank has attained the communication objectives for the respective activities. The overall objectives for external communication are given in Annex 1.

The Riksbank's primary sources and channels of information are also to be followed up and evaluated.

The manner in which follow-up of external communication is to take place is established annually by the Communications Secretariat in a strategic plan and in other conditions for planning for the business plan and budget.

- The internal communication work is to be followed up on a regular basis. This is achieved through the annual employee survey, small surveys and follow-up talks.

APPENDIX 1: Target groups and communication objectives per business area

The Riksbank consists of different business areas with differing information and communication needs. This appendix contains a compilation of the respective business areas' prioritised target groups, communication objectives, which information supports these objectives and the primary sources and channels. Where appropriate the corresponding target groups abroad are also included.

The communication objectives express what the Riksbank's total external communication is to achieve in relation to the respective target group and form the basis for following-up and evaluating the work. *Type of information* puts in concrete terms the information/message that should be communicated to the respective target group and *sources/channels* clarifies the way in which this is done. All in all, this comprises a basis for the general aims of the communication, which are modified in communication plans.

1. Monetary policy

Target group	Communication objective	Type of information	Sources/channels
The general public - Households - Teachers - Researchers/economics students	Confidence in the Riksbank Understanding of and confidence in low inflation Understanding of and confidence in monetary policy	a) The Riksbank's tasks and role b) Current monetary policy issues	Speeches Debate articles riksbank.se Lectures Seminars Educational material The media
The Riksdag (the Swedish parliament) The Riksdag Committee on Finance Party groups/Riksdag committees	Understanding of and confidence in low inflation Understanding of and confidence in monetary policy	a) Objective of monetary policy b) Decision-making process c) Basis for making decisions d) Reasons for	Hearings in the Committee on Finance Annual Report Personal communication (meetings with

		decisions e) Current monetary policy issues	Riksdag committees) riksbank.se The media
The financial markets - Market analysts - Strategists, traders and asset managers - Chief economists at banks, plus others with a responsibility to monitor economic, inflation and interest rate prospects	Knowledge of the Riksbank's framework and analysis for enabling predictability Confidence in monetary policy	a) Objective of monetary policy b) Decision-making process c) Basis for making decisions d) Reasons for decisions e) Current monetary policy issues	Speeches Press releases Minutes of meetings Debate articles In-depth articles in the journal Economic Review Personal communication riksbank.se The media
The media	Knowledge of the Riksbank's framework and analysis for enabling predictability Confidence in the Riksbank's monetary policy	a) Objective of monetary policy b) Decision-making process c) Basis for making decisions d) Reasons for decisions e) Current monetary policy issues	Speeches Press releases Minutes of meetings Monetary Policy Report In-depth articles in the journal Economic Review Seminars Personal communication riksbank.se Economic commentaries
Public authorities and organisations Organisations - Finansinspektionen (the Swedish Financial Supervisory Authority) - the Ministry of Finance - the social partners - Decision-makers in the	Knowledge of the Riksbank's framework and analyses	a) Objective of monetary policy b) Decision-making process c) Basis for making decisions d) Reasons for decisions e) Current monetary	Speeches Press releases Minutes of meetings Debate articles In-depth articles in journal Economic

business sector and municipalities - Companies		policy issues	Review In-depth articles in the journal Economic Review Personal communication riksbank.se The media
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2. Implementation of monetary policy

Target group	Communication objective	Type of information	Sources/channels
The general public Researchers and students of economics as well as teachers/lecturers	Knowledge of the Riksbank's systems and routines for steering interest rates Knowledge of the Riksbank's routines for foreign exchange intervention	a) The Riksbank's steering interest rate system; routines and conditions b) Exchanges of large currency flows and routines for currency interventions	Press releases riksbank.se Educational materials Seminars
The financial markets Strategists, traders, asset managers and market analysts	Knowledge of the systems and routines for steering interest rates Knowledge of the Riksbank's routines for foreign exchange interventions Confidence in a stable overnight rate	a) The Riksbank's steering interest rate system; routines and conditions b) Exchanges of large currency flows and routines for currency interventions	Press releases riksbank.se Personal communication

3. Financial stability and efficiency

Target group	Communication	Type of information	Sources/channels
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	objective		
The general public - Households - Teachers - Researchers/economics students	Confidence in the Riksbank and knowledge of financial stability analysis	a) The Riksbank's tasks and role b) Current assessment of financial stability	The media Speeches riksbank.se The Swedish Financial Market
The Riksdag (the Swedish parliament) The Riksdag Committee on Finance Party groups/Riksdag committees	Understanding of and confidence in the Riksbank's financial stability analysis Knowledge of the Riksbank's opinions on current policy issues	a) The Riksbank's role in the financial stability work b) The current financial stability assessment c) Principles for emergency liquidity assistance and the Riksbank's responsibilities in connection with banks in distress d) General knowledge of the Swedish financial market	The Financial Stability Report Hearings in the Committee on Finance Annual Report Personal communication (meetings with Riksdag committees) The media
The financial markets Persons with leading positions in banks, owners and constructors of the infrastructure Analysts and major investors The Financial market, cont.	Confidence in and understanding of the Bank's financial stability analysis so they act in line with this Knowledge of the Riksbank's opinions on current policy issues Confidence in the Riksbank's crisis management capacity	a) The Riksbank's role in the financial stability work b) The current financial stability assessment c) Principles for emergency liquidity assistance and the Riksbank's responsibilities in connection with banks in distress d) General knowledge of the Swedish financial market	The Financial Stability Report Articles in the journal Economic Review Assessments Speeches Personal communication The media

<p>The media</p>	<p>Basic knowledge of the payment system</p> <p>Confidence in and understanding of the Riksbank's financial stability analysis</p> <p>Knowledge of the Riksbank's opinions on current policy issues</p>	<p>a) The Riksbank's role in the financial stability work</p> <p>b) The current financial stability assessment</p> <p>c) Principles for emergency liquidity assistance and the Riksbank's responsibilities in connection with banks in distress</p> <p>d) General knowledge of the Swedish financial market</p>	<p>The Financial Stability Report</p> <p>Speeches</p> <p>Press releases</p> <p>rikssbank.se</p>
<p>Public authorities and organisations</p> <p><i>In Sweden:</i></p> <ul style="list-style-type: none"> - Finansinspektionen (the Swedish Financial Supervisory Authority) - the Ministry of Finance - Social partners - Decision-makers in the business sector and municipalities - Companies <p><i>Abroad:</i></p> <ul style="list-style-type: none"> - Central banks - Ministries of finance and financial supervisory authorities in EU countries - European Commission - BIS (the Bank for International Settlements) - IMF (the International Monetary Fund) 	<p>Understanding of and confidence in the Riksbank's financial stability analysis</p> <p>Knowledge of the Riksbank's opinions on current policy issues in order to take this into account</p>	<p>a) The current financial stability assessment</p> <p>b) Principles for emergency liquidity assistance and the Riksbank's responsibilities in connection with banks in distress</p> <p>d) The Riksbank's opinions on policy issues</p>	<p>The Financial Stability Report</p> <p>Speeches</p> <p>Articles in the journal Economic Review</p> <p>Consultation responses</p> <p>Personal communication (including committee work)</p> <p>The media</p>

4. Cash management

Target group	Communication objective	Type of information	Sources/channels
The general public - Households	Confidence in banknotes and coins as a means of payment Knowledge of valid and invalid banknotes and coins	a) The validity of banknotes b) The authenticity of banknotes c) What to do with forged and invalid banknotes and coins	riksbank.se Brochures Telephone and email The media
The Riksdag (the Swedish parliament) The Riksdag Committee on Finance Party groups/Riksdag committees	Confidence in the Riksbank's cash management Understanding of the Riksbank's role and responsibilities in cash management	The Riksbank's role, responsibilities and routines	Annual Report Personal communication Hearings in the Committee on Finance
The financial markets - Banks/Swedish Cashier Service - Money counting centres - Cash-in-transit companies - Retail sector	Understanding of the Riksbank's role and responsibilities in cash management Confidence in banknotes and coins and cash management Knowledge of valid and invalid banknotes and coins	a) The Riksbank's role, responsibilities and routines b) The authenticity and validity of banknotes, quality criteria	Personal communication riksbank.se Brochures
The media	Understanding of the Riksbank's role and responsibilities in cash management	The Riksbank's role, responsibilities and routines	riksbank.se Personal communication Press releases Speeches

Public authorities and organisations Foreign central banks	Knowledge of valid and invalid banknotes and coins	The authenticity and validity of banknotes and coins	riksbank.se Brochures

5. Payment system

Target group	Communication objective	Type of information	Sources/channels
The financial markets RIX Participants	Confidence in the RIX system Satisfied users	a) Information on the system b) News and changes c) Reporting of incidents and disruptions	E-mail Newsletters Personal communication
The Riksdag (the Swedish parliament) The Riksdag Committee on Finance Party groups/Riksdag committees	Confidence in the RIX system	a) The Riksbank's role b) The design of the system	Annual Report Personal communication
Public authorities and organisations The ECB, the CLS and other central banks	Confidence in the RIX system	a) Information on the system b) News and changes c) Incidents, disruptions	Email Personal communication Articles The Financial Stability Report

6. Asset management

Target group	Communication objective	Type of information	Sources/channels
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<p>The Riksdag (the Swedish parliament) The Riksdag Committee on Finance</p> <p>Party groups/other Riksdag committees</p>	<p>Confidence in the Riksbank as asset manager</p>	<p>a) Intellectual framework b) Return and risk spread</p>	<p>Annual Report Personal communication Hearings in the Committee on Finance</p>
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8. International work

Target group	Communication objective	Type of information	Sources/channels
<p>The Riksdag (the Swedish parliament) The Riksdag Committee on Finance</p> <p>Party groups/other Riksdag committees</p>	<p>Knowledge of the Riksbank's opinions on policy issues linked to participation in international organisations</p>	<p>a) Current policy issues b) The purpose and working methods of the international organisations</p>	<p>Hearings in the Committee on Finance Annual Report Personal communication Speeches</p>
<p>The media</p>	<p>Knowledge of the Riksbank's opinions on policy issues linked to participation in international organisations</p>	<p>a) Current policy issues b) The purpose and working methods of the international organisations</p>	<p>Speeches Debate articles Personal communication riksbank.se Press releases</p>
<p>Public authorities and organisations</p>	<p>Knowledge of the Riksbank's opinions on policy issues linked to participation in international</p>	<p>a) Current policy issues b) The purpose and working methods of the international</p>	<p>Speeches Debate articles Personal communication riksbank.se</p>

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