

Engagement Strategy 2020-2024

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Councils suffer from outdated perceptions. Our communities see us as old-fashioned, inefficient and incapable of spending public money effectively. We sit in 'jobs for life' with no incentive to evolve or improve. Nonsense of course, but this view has unfortunately been perpetuated, opening us up to criticism.

Negative media coverage and resident complaints bruise our egos, making us defensive and habitually reacting to issues. Stuck in a vicious cycle, we put disproportionate focus on placating a negative minority rather than learning from this and improving. We risk holding on to knowledge as power, becoming more opaque to protect our reputation.

This insular mentality reduces communication between our teams as well as our communities. It reduces co-operation and restrains our collective improvement. We can make new starters feel unwelcome, their natural curiosity seen as yet another attack. Our old building doesn't help. With closed doors and warren-like corridors, it hides us from the public and from each other. In the worst cases the public has lost trust in us, feeling we never listen nor act on their feedback.

When people feel they are not heard, they stop talking to us, leaving us to make decisions on their behalf. Big projects that failed due to forces outside our control, such as Friarsgate, became synonymous with a failing council. Teams became siloed, creating their own culture, feeling that they worked for different organisations. All this impacted on our confidence and our brand equity.

Our people are still proud of what they do, but many prefer to hide their relationship with LDC, not wearing the logo as a badge of pride. We work industriously behind closed doors to make life better for our residents, but too often it goes uncelebrated.

Our communications reflects all of this outwardly. It's regular and efficient but also safe and formulaic. We keep our heads down, only releasing news once it's fact-checked and sanitised. We feed stories to the media, promoting factual updates but our personality doesn't shine. We look like a brand that doesn't want to draw too much attention to itself. So communities don't engage with us much and we quietly get on with our work. This approach used to serve us well enough, but it needs to change now.

Knowing this, we have improved and have already put plans in place to address many of these issues, for example through our People Strategy, but we also need to change the way we engage all of our communities

A changing world

We operate in a world changed beyond recognition. We are no longer the soft touch organisation people think we were. Funding challenges forced us to radically change structures, cut teams and make moves to become more commercial. We're a smaller leaner team but still expected to deliver what we always have.

Like our communities we all expect simple, user-friendly digital experiences from the brands we interact with. We have short attention spans, low patience and high expectations. We buy online with minimal clicks, get tailored news bulletins and we are fickle about which brands we connect with. We crave content and news that entertains, educates or inspires.

This is received elsewhere and so it is demanded from us, but currently we can't compete on that level. We must aspire to in order to survive and remain relevant. We urgently need to catch up, keep up and talk to our communities in new ways that work for them.

Despite these challenges, we're adapting fast. Our service levels are excellent. We are efficient and more innovative than people realise. We have a growing following on our social media challenges, with some content exciting the public and gaining significant interest. We are a passionate organisation of people working hard to serve our residents. We care and we need to show it more.

Covid-19 brought unimaginable challenges, but we are facing them and excelling. We're becoming more open with each other and our residents. People have seen change and most of them like it. We're improving our communications but we know we need build on this success and do more.

Nationally, trust in institutions continues to fall, so it's vital we engage more closely with our residents. We need to do more to understand their needs. We must become more transparent, open and approachable, to rebuild trust. Covid-19 has helped, as people began to appreciate the reliance on our services and the importance of our essential workers, and subsequently both thanks and a new respect has been received at our response and the assurance it has given to our communities.

We want to continue to show our human side and lift the lid on the great work we do. We must tap into the positivity shown by communities to our street cleaners, waste collectors and everyone behind the scenes that kept things working, despite the risks.

We work in a place our communities are proud of, with history and heritage, an aspirational place to live. We are an independent entity dedicated to serving the public, regardless of political changes. So we must put communities at the centre of everything we do. Making them integral to our plans will boost their confidence in us and make us commercially fit for the future.

An engaging future

Our new narrative will galvanise us all around one message that pulls everything together and our new engagement strategy is deliberately innovative. It considers other councils, but takes inspiration from the private sector too. We want to show the art of the possible and the practical steps we can take to make it happen while appreciating that engagement is a two-way process, and that it covers not only creating a dialogue with our communities but also access to information, services and support. Work needs to be done to rebuild our brand, working from

the inside out. We must work more closely, collaborate on shared ideas and communicate more openly. We can't rely on messages filtering from the top-down, but must generate them from the bottom-up and across the organisation.

Addressing our management and building structure will help this change come to life, stimulating more effective informal communication. Opening up our offices and breaking down physical walls will remove real and imaginary barriers, bringing us closer together as one team.

To reflect our evolution we will engage with our audiences to tell them our story and get them excited about the future. We will move from a reactive stance to a more dynamic, proactive one. We will engage with our communities in new ways that work for them. New technology will help, such as our recent embrace of virtual meetings, making us more transparent and accessible than ever before.

By tapping into our local community we can help amplify our own efforts and help share our story. Our focus groups show that when people understand our challenges, they're willing to help.

We all care about the positive impact our work has for residents. Whether it's planning officers granting permissions, park teams sharing photos on social media, or bin operatives getting smiles during Covid-19, we will lift the lid on our work and talk about it with pride.

Doing this will improve public perception, vital to help our move towards selling more commercial services. We will challenge outdated preconceptions about us, finding creative ways to prove we're changing. We will become more proactive, drip-feeding stories that support our strategic narrative.

Our new approach will generate fewer stories, told more creatively, inspiring people to read them. We won't hide from the negative stuff either. If we make unpopular decisions our communities will understand why we did it. We will acknowledge we have room to improve, but we are proud to trying things, aspiring to be better and be continually moving in the right direction.

We'll demonstrate the value we add, the dedication of our teams and the quality of our services, despite the financial cuts we have had to endure. We'll work hard to create content and campaigns that give people more reasons to like us, follow us, and subscribe to our emails, to talk *to* us and *about* us.

Aim

The aim of the strategy is to; *understand our communities and their communication needs in order to tailor our communications methods and content to keep them informed and engaged in a way that enhances the reputation and brand of the Council.*

Objectives

To ensure our new strategy makes a difference, we have defined new objectives, mapped across a four year delivery programme. Some are measurable now, others will be measured as we engineer ways to collect the insight we need. Above all, they will help us understand if our strategy is working.

These objectives are designed to drive positive new behaviours in our own team, support culture change across the organisation, and support our corporate objectives.

Laying New Foundations (Understanding Our Audience)

- To become a proactive story teller so that our communities want to listen to us.
- To utilise insight in order to understand our communities and their needs so that we can more successfully meet them.
- To evolve our brand and reputation to maintain a positive corporate image so that our residents trust us, companies want to do business with us and people are proud to work for us.

Building Success (Starting a Dialogue)

- To fully engage our communities so that they are placed at the centre of all that we do and their feedback informs our decisions.
- To create a more commercial approach to marketing and sales so that we can optimise our income and safeguard essential services.
- To be a braver and more empathetic communicator so that our honesty and emotion is recognised and respected by our communities.

Reaching new heights (Succeeding as a Brand)

- To create a strong brand that is underpinned by our organisational values so that it can add value to the work and perception in everything we do.
- To be aspirational and innovative council that is willing to try and fail so that we can continue to adapt and learn.
- To celebrate our achievements so that we can share our successes and demonstrate our value.

Our Communities

Our communities are why we are here and they are at the heart of all we do, but this is not easy when you have one of the broadest ranges of communities with very different needs.

Our **residents** need our services to make their lives better, our **businesses** need our support to succeed and grow, our **visitors** need our marketing to be aware of the unique experiences our district can offer, our **stakeholders and partners** need our openness to work together and align activity, and our **staff and members** need us to keep them informed about what we are doing and why.

We need to understand all of these needs and to respond to them in appropriate ways, ensuring we know who we are communicating with, why we are doing it, and how we tailor our messaging to truly engage them.

Understanding our communities

Unfortunately, we don't understand our communities as well as we could, which is due to a historical perceived apathy and lack of appetite. As a result, services naturally stopped focusing on it. Without fuller insight, we risk making unpopular decisions and so shouldn't be surprised when they don't approve.

Despite this, there is a great opportunity, as across the council we have one of the largest collections of information available on our communities. This information is held by services in separate systems with varying approaches, but if we were able to harvest this information, we could begin to get a clearer picture of our communities.

Therefore, we will;

- Harvest information from our systems in order to collate information about communities that help to build a true reflection of them
- Utilise our information to segment our communities in order to understand their needs and respond to them
- Consider the use of external insight tools, in order to enhance our own information
- Use relevant communications approaches to engage our different community groups in order to obtain their views and inform decision making

Segmenting our communities

As we gain more insight, we can build more accurate personas that reflect each audience segmenting our communities and markets in ways that allow us to create marketing and communications plans that focus on responding to their different needs to maximum effect.

We cannot possibly understand everyone who engages with us, and this not about putting people in to boxes, but using generally understood and practiced approaches to understand our communities, their needs and desires, in order to be able to generally meet them.

At a basic level, our communities comprise of four fundamental segments. These are listed below along with some general assumptions that can allow us to determine the best medium and message to meet their needs;

Local Champions	
Mind-set	Supporters who understand the distinction between local and central government. Pragmatic and positive, they get our challenges and may be keen to help us.
Approach	They are local and potential advocates. We need to build long term relationships. It is not about money but about incentives and support offered in exchange for theirs. They can help us tap into the community spirit and help us by being our micro-influencers.
Opportunity	We can build a team of brand advocates, generating a new communication route through word of mouth while promoting additional social media coverage. We can capture these ambassadors who are ready to engage and use them to support and amplify our messages in the community and online.
Activity	Enable them to help us help themselves. For example, we have examples of where we have offered free litter pickers to help them maintain their local community or got them to post pictures on social.

Local Experts	
Mind-set	They are currently vocal but sometimes critical. They have both money and time available.
Approach	They offer both consideration and conversation, with an approach that could help improve relationships and bring people into decision making.
Opportunity	We could utilise these communities to create an army of volunteer experts, tapping in to the local population and using their available time and expertise. It is important not to see them as opponents but rather to play to their strengths in order to engage them.
Activity	Using modern mechanisms to provide an explanation of what happens to their money, how it is being invested and the outcomes this will bring. Invite them to sessions that focus on co-creation and developing ideas. Share visual outputs through relevant media platforms.

Passive Positives	
Mind-set	They have a positive outlook but are generally disinterested in the council, seeing the council as tax takers and not value creators. Not currently seeing reasons to engage or understanding why they should become advocates.
Approach	Raising awareness while contributing through consideration.

Opportunity	They are open to persuasion and so can be converted from a silent majority into vocal supporters. A strategic narrative can raise awareness. Efforts need to be focused on reaching them with fun, interesting content and so giving them reasons to engage easily through relevant channels.
Activity	The use of incentives would generate engagement, for example offering novel prizes that don't need to have a financial value but interesting opportunity. The use of multi-channel marketing campaigns, that do unexpected things to gain their attention and challenge their perceptions. Reach out proactively and provide easy access to sign-up for information. Long-term brand building is required.

Negative Minority	
Mind-set	They are largely negative and comfortable to stay that way. Generally need more reasons to convert to become supporters. Often long-time residents who have personal agendas.
Approach	They need to be made aware of the activity with fact used to counter their perceptions. Monitoring their input so as not to be drawn in to long-challenging exchanges that only seek to support their views, and so there is only a need to addressing serious issues with proportionate responses.
Opportunity	There is limited benefit from investment in this area and so other segments will be the priority. Empowering other supporters to help counter negative voices can be persuasive.
Activity	Standardised responses that signpost from negative messages to relevant counter arguments. Using the community voice not the council. Providing positive language in communications and rewording content to ensure negative issues are presented in a way that is neutral or more balanced.

Communicating with our communities

We currently tend to tell people our news, using fact and figures to explain the position, and using general supporting commentary from officers, members or stakeholders to add support. This is often provided with a general 'stock' photo. This approach is not dissimilar from other local authorities, but is safe. The lack of emotion or intrigue means the stories normally attract only those with a specific interest in the topic, the council or who have something to say.

At the moment our stories work well but have a short shelf life, and a limited audience. To keep our stories front of mind, we will expand on our current approach to draw stories out over a longer time frame by;

- Bringing stories to life, focusing on human interest, as well as only necessary facts & figures
- Creating content that we can repurpose and adapt across all our channels

- Crafting attention and grabbing headlines with fascinating, funny or surprising stories

To drive engagement in our news, we also need to be more proactive and assertive, leading the narrative rather than responding defensively to the stories of others. We need to do things differently, and plan to;

- Focus on reaching a larger proportion of our target audience by using a differentiated approach
- Consider what the communities needs and wants from each story and creating relevant content that inspires interest in our messages
- Give irresistible reasons to connect with us, share or talk about our stories and engage in the debate
- Focus more on emotional reasons to pay attention to us, less on rational facts
- Making perceived 'boring' subject matter resonate with our communities through crafting creative content that excites the reader

Engaging our communities

Communities mainly tell us what they think through complaints or compliments, and we are genuinely good at handling these formal processes. However, the softer forms of feedback are generally lost, despite having a suite of communication routes regularly accessed and available.

We do try, and have good examples to show it. However, most of these are where engagement is expected or statutorily required, for example our consultation on the budget. This approach has led to response rates that are so low they don't give a true reflection of what the district really thinks.

Like other organisation, have three core challenges;

- 1) Reaching audiences in volume
- 2) Increasing quantity of feedback
- 3) Measuring and acting on insights

To plan marketing and communications activity that motivates communities to provide their views, we must; understand what motivates them, know how they naturally choose to engage, how we can contact them in the right way, and provide easier mechanisms for them to provide their views. We can then create successful campaigns that increase the return for our invested time.

Therefore, we will;

- Plan our approach further in advance to gaining feedback on larger consultations
- Make it clearer in our communications the reasons why people should engage and what difference they can make
- Invest in mechanisms that allow faster direct response to core questions, such as social media polls to regularly gauge public mood

- Increase the quantity of comments on specific projects by offering a differentiated approach to our communities
- Monitor qualitative metrics to assess results and refine our approaches in an agile way, and determine overall success.

Consulting our communities

We are guilty of over-complicating the way we manage consultations, often making them dense and unapproachable. We choose to provide a great deal of detailed information and so making it difficult to want to get involved and leading them to ‘tune out’. We invest a significant amount of time in providing information, setting up events and creating long online forms, only for our response rates to largely be statistically irrelevant.

When we try different things, we often learn and see success. Our recent work on the master plan demonstrated that tailoring language and the approach can increase involvement from sections of our communities that would otherwise not have been represented. Our refreshed online survey was completed by the largest number of those aged under 18 when compared to previous approaches.

How our current approach is viewed;

- Tick boxes to meet legislation
- Dull, formal language
- Opaque and unapproachable
- Long documents and reference material
- Unclear process and difficult to find relevant information
- Consultation events that are difficult to attend, hard to get heard and off-putting due to their formality

Therefore, in future we will do it differently, trying new and fresh approaches and monitoring the results. This will include;

- Short, summary information that is readable and presents the key details in an easy to consume way
- Simple language and plain English that is relevant and understandable to the reader
- Transparent and approachable processes that are simple and signpost communities to how they can feedback
- Using new technology to provide means of people engaging without having to invest too much of their previous time (e.g. making consultation events available online with discussion forums).

Selling our services

Communicating with our communities is not only to inform and engage but also to sell. The council has a large range of products and services that are available for sale with the income used to support the council in safeguarding key services that people rely on.

However, the income from many of these services is mainly obtained through organic growth, where communities happen across these services randomly or feel they have to purchase them due to low cost, nature of the service on offer, or lack of obvious competitors. This is not always the case, and where we have actively sought to create commercial campaigns, such as for our garden waste collection service, we have been able to drive significant interest and turn this in to sales.

The nature of these transactions, and so expectation of the communities, is very different. Sales transactions are made based on value, and so there is a need to feel that the purchaser is 'getting what they pay for'. Therefore, it is important that these transactions reflect this different relationship. Yet, the approach we take and language we use remains largely consistent whether the services are provided universally or paid for through specific transactions, which generally leads to less sales.

Therefore, we need to learn to appreciate the different relationships in the same way as we are seeking to differentiate between our communities. We need to add value through our communications, reflecting that the transaction is optional and using our insight on our communities and perhaps also on our competitors, to more effectively market our products and services, add value through the process, and drive up income.

Our marketing can develop to better promote products and services. We know our competitors outperform us online by grabbing people's attention and treating them in a way they would expect as purchaser. Our approach will adapt to attract awareness in a busy environment, increasing our reach by testing, monitoring, learning and adapting. Trying new marketing tools and techniques, we can discover iteratively what works best and what doesn't.

As a result we will;

- Create marketing plans for our products and services in order to increase awareness and generate additional interest and sales.
- Review and refresh existing marketing materials and language in order to bring consistency and introduce best practice to reflect the relationship between buyer and seller.
- Proactively work with services to create ongoing campaigns for products and services, challenging approaches and innovating to keep us relevant.

Our Brand

We have a good brand which is identifiable to most of our communities, but like other government brands, it is liked with; stability, security and bureaucracy. Our ambition is to shift this perception, retaining the positive nature of assurance and security but adding additional positive traits that build confidence and respect.

Our brand is affected by everything we do, everyone who represents us, and everything we support. In recent years, this has taken a hit due to challenging times, lack of delivery and perceived lack of transparency.

We want to change this, to make our brand resonate with our communities, being seen as empathetic, supportive, innovative and aspirational, and so essentially reflecting our values as an organisation. We also want the Lichfield District Council logo to be a badge of pride.

We need to ensure consistency, aligning all of our communications and marketing materials to have the same look and feel and remove inconsistencies we have allowed to come in to our different communications channels, which could mean the reduction in the number of logos and alternative brands and logos that have diluted the council brand.

To do this, we will;

- Refresh our corporate identity to be more modern and reflective of a modern, innovative organisation while ensuring consistency to make us readily recognisable.
- Ensure all communication is consistent, planned and aligned to our values and sustains our strategic narrative while introducing personality.
- Control our use of our brand, review sub-brands and affiliated partnerships to ensure they support our brand ambitions and add value to everything we do.
- Leverage our brand to add value to marketing and sales, aligning our brand to the value offer we want to provide.



Our Resources

To deliver our strategy, we will need people, skills, systems and money. This is not about new but on repurposing what we already have in order to enable the new trajectory and approach. We have a great deal of experience and skills across the organisation, with many of the relevant skills and expertise that will be required in order to deliver our plans.

Our core corporate team will lead the delivery of the strategy, overseeing planned activity and monitoring success. However, they will not be able to do it alone. We need the right people with the right skills in the right place at the right time to implement our vision for the future.

We already have a range of skilled communications and marketing professionals in our services, as well as those working daily in customer service activity, engaging and communicating with our different communities. In addition, we must define the role of members as community leaders and ambassadors, and determine their role in engaging communities further.

Therefore, we can seek to access these resources, learning to work in new agile ways and developing skills where necessary. Despite this array of resources, it is recognised that we will also need to seek support from other organisations, and even buy-in external expertise, to bring in specific skills and experience where necessary.

No matter who is involved, we will seek to allow the flexibility and freedom to try, learn, inspire and innovate.

In future, we will engage with services and internal stakeholders to support our creative processes, encouraging a spirit of co-creation to get better outcomes and avoiding last minute urgency. The work of the communications team will complement and support the needs of our services, and as marketing experts, we will help others achieve their aims.

Our existing budgets should be sufficient to meet future demands, albeit we may need to refocus our money from existing approaches to be able to introduce new systems and tools. This may also be true of service-based budgets, which might need to be accessed in order to offer council-wide improvements that support all services thereby being funded through existing communications and marketing funding.

Inevitably, there will be a need to invest, but this will be done through the development of formal business cases with a clear understanding of return on investment.

Therefore, we will;

- Reorganise our people and gain internal agreement for new approaches in order to have the right people, with the right skills, to deliver our strategy
- Focus on core skills for all relevant groups in order to ensure those who are involved in communicate are comfortable in doing so and maintain consistently

- Review and refocus budgets in order to deliver new ways of working along with the tools needed to meet our objectives.
- Support bids for additional funding where required in order to drive marketing and communications activity as and when needed to meet the needs of services.

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Our Plan

We aim to undertake activity over the course of the four year strategy, delivering our objectives in a planned way through specific activity.

Years 1 and 2 (2020-2022)

Laying New Foundations (Understanding Our Audience)

Objective	Activity
<p>To utilise insight in order to understand our communities and their needs so that we can more successfully meet them.</p>	<ul style="list-style-type: none">● Implement annual brand perception survey.● Introduce regular social media polls to build insight into campaign plans.● Gather community data to develop detailed personas, sense checking strategic assumptions around community segments.● Map user and customer journeys, identify pain points and co-create solutions with services.● Increase our reach with more compelling promotion of engagement opportunities.● Review and update web FAQs on common complaints, signposting to correct information.● Agree key performance indicators and provide regular reports through internal channels, introducing measurement mechanisms as required.● Invest in team development to determine and develop key skills, such as digital marketing training.● Introduce the benchmarking against public and non-public sector industries.
<p>To become a proactive story teller so that our communities want to listen to us.</p>	<ul style="list-style-type: none">● Review the newsletters and consider the replacement with new opportunities, such as an e-news offering that provides personalised updates and targeted communications.● Introduce a communications plan and share this with leaders and managers to support the proactively consider and coordinate communication while reflecting on past achievements.● Build insight led campaign plans to support council initiatives.● Develop persona-led outreach programme, initiating relationships with positive supporters.● Initiate regular meetings with services and teams, proactively seeking out stories to build into the communications plan.● Review and refresh the approach and policies in regards to social media.

	<ul style="list-style-type: none"> ● Test new marketing techniques and practices and share the learning to inform future activity. ● Promote positive stories that reveal hidden qualities and human side of most criticised areas, including waste collection, street cleaning, and development management.
To evolve our brand and reputation to maintain a positive corporate image so that our communities trust us, companies want to do business with us and people are proud to work for us.	<ul style="list-style-type: none"> ● Review and refresh the corporate identity and use of sub-brands. ● Produce a toolkit of new branded assets to create 'off the shelf' campaigns. ● Evolve our creative approach to determine the future approach to design and print activities. ● Launch our new strategy explaining how people can support it and how it benefits them. ● Workshops open to all stakeholders, showcasing strategy and introduction to our new team. ● Introduce new content to clarify new ways of working including briefing process, service levels etc. ● Visually showcase current and upcoming plans, sharing ideas in formative stages for input from broader audiences. ● Invite feedback on existing internal communications methods and develop improved versions. ● Determine the development needs for staff and leaders and implement appropriate solutions e.g. media training, social media training, etc. ● Encourage our people to act as brand ambassadors.

Years 3 (2022-2023)

Building Success (Starting a Dialogue)

Objective	Activity
To fully engage our communities so that they are placed at the centre of all that we do and their feedback informs our decisions.	<ul style="list-style-type: none"> ● Continue to review and evaluate surveys to monitor the impact of the changes being implemented and refine as required. ● Introduce additional social media and other polls and surveys to build insight into campaigns and communication approaches. ● Introduce an email programme, building segmented campaigns based on data and insight. ● Consider existing consultation and engagement activities and consider additional approaches such as community forums, user groups, and community ambassadors.

	<ul style="list-style-type: none"> ● Develop relationships with local champions and experts to identify ways in which their involvement can be used more effectively.
To create a more commercial approach to marketing and sales so that we can optimise our income and safeguard essential services.	<ul style="list-style-type: none"> ● Run strategic review of all revenue generating services and create bespoke marketing plans. ● Revise language in marketing material to reflect the unique nature of the sale of products and services. ● Support services in considering new products and services, using insight and engagement activity to support decision making. ● Benchmark our activity against public and private sector organisations, focusing on competitors. ● Consider the organisation activity and review the roles involved in communications across the council to ensure it is effective and offers the optimum outcomes.
To be a braver and more empathetic communicator so that our honesty and emotion is recognised and respected by our communities.	<ul style="list-style-type: none"> ● Create campaigns showcasing our organisational evolution, with focus on stories that demonstrate how we live these values. ● Promote behind the scenes work being done by our teams, lifting the lid on our human side. ● Review and refine ongoing marketing and communications activity to ensure this supports the strategic narrative. ● Try additional news ways of engaging communities to promote personality aligned to our organisational values.

Years 4 (2023-2024)

Reaching new heights (Succeeding as a Brand)

Objective	Activity
To create a strong brand that is underpinned by our organisational values so that it can add value to the work and perception in everything we do.	<ul style="list-style-type: none"> ● Review the implementation of the corporate identify and challenge where deviation is taking place, thereby ensuring consistency. ● Further refine our approach to engagement to ensure feedback is representative of our communities and district as a whole ● Monitor the impact of our communications and refine this further, introducing best practice examples from others to continuously improve.
To be aspirational and innovative council that	<ul style="list-style-type: none"> ● Review approaches and the success of the strategy, and chare the lessons learned to engage in a discussion on future

<p>is willing to try and fail so that we can continue to adapt and learn.</p>	<p>communications activity.</p> <ul style="list-style-type: none">● Monitor changing habits and the consumption of news and information and identify opportunities to innovate and change.● Consult and draft a new aspirational communications and engagement strategy that continues the journey.
<p>To celebrate our achievements so that we can share our successes and demonstrate our value.</p>	<ul style="list-style-type: none">● Promote brand perception survey results and external feedback sources (e.g. LinkedIn, Glassdoor etc.).● Work with internal services, such as human resources, to create a new narrative about working for the council that promotes us as an employer of choice and deliver through a promotional campaign.● Proactively celebrate successes, through appropriate marketing and communications campaigns in a way that is humble but proud.● Support the organisation in achieving awards.

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Measuring Success

Regular analysis of key metrics can inform our decisions, determine activity, and assess our direction of travel. To support our strategy, we will need to make the collection and use of information a positive habit, forming a positive loop, allowing us to learn and adapt, while recognising and celebrating our successes.

To monitor the success of our work and demonstrate the success of the strategy we will look to implement ways to collect data that will measure;

- Media channels (i.e. followers, clicks, shares etc.)
- Brand awareness (e.g. polls and surveys)
- News consumption (e.g. email or e-newsletter subscription numbers, press release numbers)
- Organisational effectiveness (e.g. employee survey or Glassdoor scores)
- Reputation management (e.g. positive press releases, positive news stories, polls and surveys, awards received)
- Campaign success (e.g. shares, likes web statistics, polls and surveys)
- Community engagement (e.g. consultation responses, customer contact numbers)
- Marketing and sales (e.g. event attendance numbers, sales metrics and income)

We already have access to some of this information and focus will be placed on obtaining a baseline to provide an accurate picture of the current position, in order to demonstrate the impact of our strategy through the metrics, In addition, as more opportunities to measure success become available they will be added to this list to provide a holistic view on performance that can inform future activity.