

Communications, Marketing and Engagement team plan 2018/2019



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1. Purpose and background

The purpose of this document is to reflect on last year's achievements, set out the Communications, Marketing and Engagement team's priorities for 18/19, and capture key actions to help deliver them over the next 12 months.

It is a high-level, cross-cutting corporate service plan that impacts upon the work of the whole council and supports the council's communications, marketing and engagement strategy 2019-2021.

The adoption of this plan will ensure that we build a strong and effective infrastructure to support our communications, marketing and engagement priorities, and the council's wider improvement priorities.

2. Overview and objectives

Our objectives are designed to build on our existing communication and engagement levels, whilst acknowledging the difficult financial environment the council is facing, which will inevitably influence the outcome. They are also designed to recognise the importance of internal communication and engagement within the authority and staff engagement has been identified as an area of priority in 18/19 onwards. We understand that if our staff, elected members and strategic partners value our corporate priorities, they will be more effective in the contributions they make.

We have used intelligence gained from our marketing and communication plans, the Citizens' Panel, consultations, the Medium Term Financial Strategy and the Corporate Plan priorities/key outcomes to identify a series of priorities and actions which will support effective communications, marketing and engagement activity over the next 12 months. This will complement and not replace the day-to-day work already undertaken by the Communications, Marketing and Engagement team.

As such, there are campaigns and activities which link to supporting a successful economy, helping people to be more self-reliant and making smarter use of resources.

Our communications, marketing and engagement activity will be relevant, targeted and accessible as we seek to inform, consult and/or engage citizens, not to impress. We will continue to do this in line with the over-arching strategy and through the implementation of our corporate brand guidelines and content style guides for specific areas e.g. website, ensuring we communicate in a way that is:

- Consistent and appropriately branded
- Accurate and informative
- Clear and unambiguous
- Honest
- Bilingual, in English and Welsh
- Timely
- Meaningful

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- Accessible
- Uses 'Plain English' as best practise.

3. 2017/18 achievements for the Communications, Marketing and Engagement team

- The 2017 BBF Awards had 207 attendees, compared to 180 in 2016 and attracted 12 sponsors. Ticket sales and sponsorship totalled £14,750. A further 26 BBF events were promoted, attracting 1,511 delegates;
- The BBF Twitter following grew by 8% and the BBF Facebook following increased by 11%;
- Foster Care Fortnight saw the launch of the Parent and Child fostering scheme, as well as a general 'fostering transforms lives' awareness raising campaign. The microsite received 10,101 page views during the fortnight, 'Time to foster, time to care' campaign generated 2,334 page views (a 332.8% increase on last year);
- The LGBT fostering and adoption campaign was fronted by two LGBT couples recruited via the 2017 campaign. Facebook advert viewed by 19,986 different people;
- The 2018 HMD event was attended by 171 people. Guest speaker was a survivor of the 1994 genocide against the Tutsi in Rwanda. 23 participants took part in the post event survey; the guest speaker and prayer read out by the Rabbi highlighted as the most popular elements of the event;
- Achieved a 93.4% increase in interactions on our corporate social media accounts against a target of 5%;
- Led the development of the new council website, including producing all website content for phase one to deadline. Public launch date is scheduled for 24 April 2018;
- Launched the corporate Instagram account and Welsh language social media accounts in compliance with the Welsh Language Standards;
- Improved the efficiency of Facebook advertising by 17.9% (22p cost per click, down from 28p cost per click in 16/17) and increased Facebook and Twitter following on the corporate accounts by 32.5% (15,672 – 20,761);
- Increased the Citizens' Panel members from 1522 in February 2017 to 1733 at end of March 2018. As at end of March 2018 we increased representation for identified groups by 20.4% against a target of 10%. Within this reduced under-represented wards from five to three;
- 20 public consultations were carried out, including learner travel route review, Shaping Bridgend's Future and the Public Service Board wellbeing survey;
- The database of additional responders now contains details of 1664 people who have agreed to take part in additional surveys;
- Development of consultation and engagement toolkit, EIA toolkit, equalities calendar and action plan for GDPR legislation. Development of EIA central admin database highlighting 42 EIA screenings completed and four full EIAs;
- 102 people completed EIA e-Learning between Jan 2017 and Feb 2018 and 46 people have completed face to face EIA training;
- Progress made with the merger of Bridgend Equality Forum and Community Cohesion Group e.g. development of sub-group and draft TORs; First meeting of the merged group 'Bridgend Community Cohesion and Equality Forum' due to be held on 27 April 2018;
- Audit on outstanding Welsh Language Standards completed and progress made in key areas e.g. development of central Citizen Language Preference database;

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- Consultation response on draft code of practise coordinated and issued to the Welsh Language Commissioner;
- Issued 294 media releases, produced four Bridgend staff newsletters, three BridgeMembers newsletters, drafted 180 council announcements for Cabinet and the Chief, drafted 42 media columns/features for key publications and issued 246 staff emails;
- Produced six infographics to support complex messaging on the council's budget consultation and winter weather activities;
- Delivered a range of communications and publicity campaigns e.g. the launch of all-new recycling and refuse collection procedures, the 2017 General Election, the Senior Open Golf Tournament, construction of new sea defences at Porthcawl Town Beach, the Urdd Eisteddfod and more. Worked with partners on joint initiatives e.g. developing a regional Suicide Prevention Strategy;
- Established a new media database resource featuring reporter contact details, records of media enquiries / responses etc;
- Provided communications support for corporate initiatives such as the Civic Envelope, Digital Transformation programme and Corporate Landlord project.

4. How will we meet our objectives?

Our four top-level communications, marketing and engagement priorities for the team for the next 12 months are detailed in the following action plan. However, other important campaigns and projects as well as lower profile activities will continue to be carried out, and are supported as part of ongoing marketing, communications or engagement work, e.g. smaller consultation projects, marketing activities such as posters, adverts, events, and other general communications, publicity and profile-raising of council services, projects, events and partnerships.

As well as proactively leading on communications, marketing and engagement activities, the nature of this work will sometimes present emerging demands which will be responded to accordingly.

Other identified key projects we will be supporting during 18/19 are:

Social services and wellbeing

- Social media and communications support for key media issues e.g. serious case reviews, opening of new Extra Care schemes etc;
- Delivery of communications and marketing support for key campaigns such as the schools out programme, Park Lives, OlympAge Games and the new Inspired for Life Awards;
- Supporting the review of mental health provision from an equalities and engagement perspective;
- Supporting the launch and ongoing promotional activity of the new multi-agency safeguarding hub (MASH);
- The development of content for the directorate as part of phase two of the website e.g. social services.

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Education and family support

- Deliver a range of consultation and engagement projects including ongoing support of the learner transport review, period poverty consultation and the post-16 education review;
- Social media and communications support for key media issues e.g. school modernisation programme;
- Support the remodelling of the foster care service, which includes promotion of the new transitional foster carers scheme and the development of routine campaigns such as Foster Care Fortnight, LGBT Fostering and Adoption Week, empty nesters etc;
- Support the inclusion service with the delivery of gender-based bullying training within identified schools;
- Supporting schools with the ongoing development of the SIMs system for recording and reporting on instances of bullying;
- Supporting the development of school admissions applications moving online and ongoing development of content for phase two of the website across a range of service areas.

Communities

- Ongoing communications for the council's recycling and waste arrangements, which includes raising the profile of recycling figures and supporting changes to the service e.g. purple-bag re-registrations, green waste changes etc;
- Support for ongoing initiatives such as the Caerau Minewater Project, Porthcawl Regeneration, redevelopment of Maesteg Town Hall etc;
- Delivery of the marketing plan for Bridgend Business Forum (BBF) to raise the profile of support available for local businesses, including networking and promotional events as well as the annual BBF awards for 2018;
- Manage and develop social media and web presence for BBF and support the introduction of any new CRM system for e-news;
- Support tourism with a review/development of Bridgend Bites as part of phase two of corporate website project;
- Deliver a range of consultation and engagement projects including the car-parking review and dog fouling PSPO consultation;
- Continue supporting the work associated with ensuring taxis and buses are accessible to a wider group of people by working in partnership with Bridgend Coalition for Disabled People;
- Supporting the development of online environmental reporting and ongoing development of content for phase two of the website across a range of service areas.

Chief Executive's Directorate

- Continue to support ongoing corporate initiatives such as the digital transformation programme and corporate landlord project;
- Continue to promote compliance with the Welsh Language Standards within council service delivery and business, finalise the position of outstanding challenges and progress any actions associated with the code of practise as well updating compliance documentation and resources as a result of the final determination for our compliance notice;
- Plan, deliver and evaluate Holocaust Memorial Day 2019;
- Support the new staff engagement and wellbeing project led by the chief executive, leading on areas as required;
- Work with HR on the development of a range of equalities and Welsh language activities including training, protocol development and improving the equalities data available on employees;

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- Support teams with developing mechanisms to evaluate their own performance/satisfaction e.g. projects team;
- Delivery of the Shaping Bridgend's Future 2018 consultation and engagement project, ensuring we have encouraged as many people as possible to engage with us on budget proposals;
- Use media (including social media) monitoring techniques to inform tactics and strategy across all areas;
- Reviewing and improving the content of the Capita portal;
- Support the Community Safety Partnership and other key areas with a web presence as part of phase two of the corporate website project;
- Meeting the corporate performance indicators for social media (5% increase) and Citizens' Panel representation (5% increase).

5. 2018/19 priorities and action plan

Development and expansion of social media and digital channels	
Which corporate priority does this link to?	All, but especially 'Smarter use of resources'
What will we do to achieve this?	<ul style="list-style-type: none"> • Launch LinkedIn and develop a tactical plan for managing content e.g. consultation, jobs etc; • Incorporation of Instagram and LinkedIn statistics into corporate social media PI; • Ongoing development of Instagram, including the use of advertising as part of integrated campaigns; • Increase the use of infographics to convey complex information online (target of 12), trialling the development of infographic-style gifs; • Pro-actively monitor and respond to comments on BCBC google accounts/reviews; • Further development of the content calendar to ensure consistency across platforms and with other internal content calendars; • Re-evaluate and progress the customer service advisor's ability to respond to relevant queries on social media; • Progress with the business case for accessing Facebook messenger to aid engagement; • Develop, deliver and monitor a content plan for phase two of the website; • Progress with an audit of council micro-sites for future review; • Develop a GDPR and functionality compliant response for cookies on the website; • Progress with Funnelback search development and incorporation of Engage software as required; • Integrate Dewis listings into phase two content and support the external launch of Dewis; • Develop a style-guide for the website for consistency purposes; • Monitor social media developments to inform strategy, and continually review the corporate social media presence including revisiting 'theming' of content.
Who is better off and	<ul style="list-style-type: none"> • More citizen-centric and accessible information which has real time, two way communication and facilitates

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what does success look like?	<p>feedback with the authority and its partners;</p> <ul style="list-style-type: none">• Extend the range of channels via which we communicate with citizens but plan content accordingly, based upon research and statistical data;• Partners will have additional channels through which to share and receive mutually beneficial information. This could include public health messages through shared communication with ABMU Health Board, or emergency service messages where the timing of a message is critical, e.g. a fire where communities need to stay indoors or evacuate• Social media 'followers/fans' across the relevant accounts will continue to grow as will reach and levels of engagement;• Improved quality, quantity and variety of social media content;• More timely communication of council activities with partners;• Increased opportunity to deliver complex messages in 'bite-size' chunks to key audiences through infographics (static and animated);• Increased ability to reach target/segmented audiences;• The introduction of a new bilingual high quality transactional website that facilitates self-service in line with the authority's Digital Transformation Programme. Citizens are able to access services and information quicker, and content is of a better quality.
Who will help us deliver this?	Various council services; ICT; citizens; stakeholders and partners.

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Improve stakeholder awareness, understanding and delivery of consultation and engagement activities, as well as strengthening feedback mechanisms	
Which corporate priority does this link to?	All
What will we do to achieve this?	<ul style="list-style-type: none"> • Develop and implement a GDPR action plan for consultation and engagement activities to ensure compliance with regards to data storage and consent; • Review and streamline Citizens' Panel administration to improve the effectiveness of distribution, analysis and reporting; • Formalise a process for incentive activity that can be used to increase participation in key consultation and engagement activity as well as for mystery shopper exercises linked to Welsh language activities; • Continue to improve team's skills and ability with regards to collating, analysing and reporting on data e.g. SNAP training courses; • Continue to raise the profile internally of the Citizens' Panel surveys and increase understanding of the benefits of having insightful data as a tool to measure KPIs; • Develop targeted marketing techniques to improve representation on the Citizens' Panel with the aim of increasing engagement with younger people (16-24 year olds) and underrepresented wards – <i>corporate PI</i>; • Improve and ensure consistency on the feedback process following consultations (linking in with Cabinet reporting, services and feedback to respondents on next steps); • Develop face-to-face engagement for key consultations and for the Citizens' Panel.
Who is better off and what does success look like?	<ul style="list-style-type: none"> • Citizens and the council can be reassured data storage and consent in relation to consultation and engagement activities is robust and in line with GDPR compliance; • Panel administration becomes more efficient, allowing citizens to take part in a more streamlined and effective process, leading to increased/more effective engagement levels and numbers as a result; • Engagement with a wider group of people and those in under-represented/hard to reach groups to improve the council's understanding of all residents; • Incentives help to encourage participation numbers, providing the council with more data that can aid decision-making; • Data will be more insightful and robust (i.e. improved confidence intervals in comparison to previous years) and more face-face engagement allows for more qualitative data as well as the opportunity to improve public relations and perceptions of the council; • Representation on the panel will improve, allowing us to have views that are more representative of the community that the council can consider when reviewing policy and service provision;

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	<ul style="list-style-type: none">• Citizens benefit from fit for purpose and consistent quality of engagement activities that are clearly branded;• Citizens and community groups have increased opportunity to, and be aware of how to, have their say and influence the way in which policies and resources are developed;• Citizens will have access to user friendly feedback and consultation results consistently and how this has influenced decision making;• Qualitative and quantitative data from consultation and engagement activities will be used to inform the development of robust and meaningful Equality Impact Assessments serving as evidence that the council meets its equality duties.
Who will help us deliver this?	All directorates; citizens; community groups; Citizens' Panel members; partners; elected members; local media.

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Improve the effectiveness of internal channels of communication and engagement	
Which corporate priority does this link to?	All
What will we do to achieve this?	<ul style="list-style-type: none"> • Review the design and content of Bridgenders and refresh the look and feel of the publication; • Review the need for Bridgemembers as an ongoing publication against the demand for council announcements; • Develop a new staff survey and analyse and present the results accordingly; • Use the results of the communications section of the staff survey to inform future developments; • Capture metrics on Bridgenders email (if possible) and use to inform future developments; • Develop the content calendar for Bridgenders, liaising with services accordingly; • Revisit the use of 'comms champions' and review and develop (where appropriate) staff networks as part of the SEP 2016-2020 commitments.
Who is better off and what does success look like?	<ul style="list-style-type: none"> • Employees and elected members receive information in a timely and accessible way; • Employees have an opportunity to share their views on the effectiveness of current internal communication channels with a view that their feedback can help to improve these channels (where applicable); • Gain and understanding of how many people are engaging with key messaging and the council's priorities; • Content for employees is coordinated and scheduled in a timely way; • Employees have an opportunity to raise the profile of their own service areas/achievements; • Different staff groups have an opportunity to feed into the equalities agenda and the council is seen to be committed to recognising and understanding more about its workforce.
Who will help us deliver this?	Employees; elected members; CMB; ICT

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Promote a fairer and more accessible county borough (including for Welsh speakers) and improve engagement with harder to reach members of the community	
Which corporate priority does this link to?	People in Bridgend County Borough are engaged and empowered to achieve their own potential; Bridgend County Borough is a great place to live, work and visit
What will we do to achieve this?	<ul style="list-style-type: none"> • Support delivery of the Strategic Equality Plan (2016 – 2020) action plan and in particular the actions allocated to the CME team; • Continue to promote awareness campaigns (internally and externally) related to protected characteristic groups e.g. via Bridgenders and social media and improve recording of reach etc; • Finalise the merger of BEF and CCG groups including TORs, logistics and membership so that the new group can work together more effectively to tackle and raise the profile of shared goals; • Engage with Learner Voice to increase participation for younger people's view in consultation and engagement projects; • Work with People First to develop and improve accessible versions of surveys; • Following the conclusion of face-to-face training, further develop our administration around EIAs including developing the toolkit and central database; • Develop and implement an action plan following final determination of our WLS compliance notice, identifying additional needs (if required) once the WLC code of practice is passed by ministers; • Review and develop the public-facing side of the council's five year Welsh language strategy, working with partners and improving measurement activity.
Who is better off and what does success look like?	<ul style="list-style-type: none"> • Diversity is better understood among all stakeholders • Council staff, visitors and residents feel more engaged • The council is better informed and positioned to support and promote equalities issues • The council is improving its commitment and services for Welsh speakers in the county borough • By ensuring that service areas and staff are aware of how to deal with equality and diversity related issues, the council's reputation will be safeguarded • Positive media coverage and social media interaction is achieved • The authority is externally recognised for best practice • Supported staff with appropriate information, training and best practice
Who will help us deliver this?	Partners e.g. health, police; community / interest groups with whom we have links e.g. BridgeVis, Carers Forum etc; elected members; local media; Welsh speakers, citizens.