

OPEN REPUTATION **TRUST** **INTERACTIVE** **HONESTY** **INTEGRATED** **NOT-SPIN** **SUPPORTIVE** **CONVERSATION** **TOGETHER** **PROGRESSIVE** **POSITIVE** **TRANSPARENT** **INTEGRITY** **EMPATHY** **PROFESSIONAL** **CONNECT** **BILINGUAL** **LEARNING** **PROMOTE** **FORWARD THINKING** **COMMUNICATION** **DIGITAL** **INFORMATION** **LISTEN** **ENGAGE** **PRINCIPLED** **COMMUNITIES** **INNOVATE** **ETHICAL VIBRANT** **PARTNERSHIPS** **ENTERPRISING** **COLLABORATIVE** **RESILIENT DIALOGUE** **BUILDING RELATIONSHIPS** **BALANCED**

Connecting the council and our communities
Powys County Council - Communications and Engagement Plan

September 2018 – September 2019



OPEN COMMUNICATION
REPUTATION ENGAGE
INTERACTIVE NEST
HONESTY INFORMATION
INTEGRATED INSIGHT
NOT-SPIN PARTNERSHIPS
CARTOONIST
CREATIVE ETHICAL VIBRANT
SUPPORTIVE ENTERPRISING
EXPLORATIVE COLLABORATIVE
PROACTIVE RESILIENT DIALOGUE
INCLUSIVE INTEGRITY EMPATHY
PROFESSIONAL FORWARD THINKING

Contents

Introduction – Cllr James Evans, Portfolio Holder for Communications

| | Page |
|---|------|
| 1 Communications and Engagement – vision, plan and operating model | 5 |
| 2 Communications and Engagement Team – priorities, skills, approach, self-serve and support | 8 |
| 3 Events – showcasing our county | 12 |
| 4 Welsh Language and Translation | 13 |
| 5 Internal Communications and Employee Engagement | 14 |
| 6 Media | 16 |
| 7 Engagement and Consultation | 17 |
| 8 Communicating and engaging with hard-to-reach groups | 18 |
| 9 Social Media and Digital Communication | 19 |
| 10 Evaluation | 20 |
| 11 Training and Professional Development | 20 |
| 12 Plan Review Process | 21 |
| 13 Feedback and contact | 21 |

Appendix 1 – Communications and Engagement Channels

Appendix 2 – Communications and Engagement Service Area Leads

Appendix 3 – Summary of review recommendations and actions

Introduction – Cllr James Evans, Portfolio Holder for Communications



.....
*Cllr James Evans
Portfolio Holder for Communications*
.....

Effective communication and engagement is recognised as being of vital importance to the council in creating open and positive relationships with our residents, staff, councillors, businesses and partners alike.

In 2018 we commissioned an external review of how well we perform as a council in this key function. The review was carried out by leading public sector Communications and Engagement specialist, Peter Holt, of Alexander Herald Ltd and covered twelve key lines of enquiry:

- Media relations
- Campaigns
- Events
- Engagement and consultation
- Digital
- Internal communications
- Welsh Language
- Equalities and hard-to-reach audiences
- Design and branding
- Commercialisation
- Capability, experience, qualifications, skills, knowledge
- Team organisation, structure, finance, operating systems

Encouragingly, the review found a great deal of effective communication performance, systems and campaigns, as well as around major events - and in particular, an experienced, creative, dedicated, well-qualified and well-led corporate communication team. This is illustrated well by the range of awards won by the authority over recent years.

The clear conclusion of the review was that Powys overall compares very well against other UK local authorities in its approach to communications, with most changes advanced perhaps best characterised as continuous improvement opportunities rather than fixing any fundamental flaws.

A good number of clear opportunities and options for improvement in communications were also identified across many of the key lines of enquiry. This Communications and Engagement Plan sets out how the Communications and Engagement Team, and the organisation, will take forward actions to address the recommendations for improvement. These are referenced throughout the document but a complete list can be found at Appendix 3.

I believe this Communications and Engagement Plan sets out a comprehensive response to the recommendations of the Communications Review and sets out a clear plan to further improve how the council communicates and engages with all our stakeholders over the next twelve months. This plan will be reviewed and updated annually. The art of good communications is not always simple – I know from experience - and the success of this plan relies on everyone embracing a change in the council's approach and a willingness to play their part. I look forward to working with you in the year ahead.

James Evans

Cllr James Evans - Portfolio Holder for Governance, Housing and Public Protection

1. Communications and engagement – vision, plan and operating model

Vision

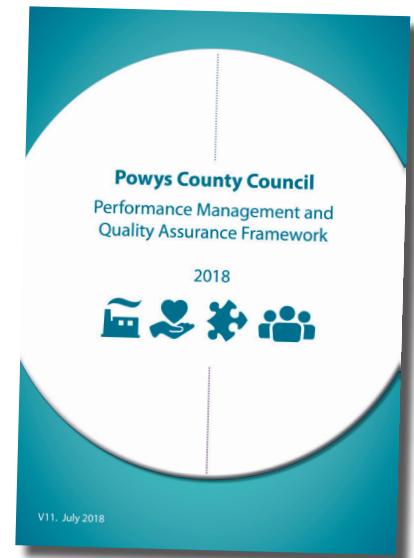
Our vision for communications and engagement at Powys County Council is to communicate openly and honestly through a wide range of channels to improve dialogue with our residents, staff, councillors and partners, helping build trust and improve the council's reputation and understanding of Vision 2025. This is what we mean by "**connecting the council and our communities**".

Plan

This communications and engagement plan sets out how the council will continuously deploy pro-active communications to protect and enhance the reputation of the council. It sets the framework for how we will communicate and engage with residents and partners on significant service change and transformation, and engage with staff throughout the organisation to contribute to the creation of a well-informed and engaged workforce that trusts and supports leadership and delivers services to the highest standards to our residents.

This communications and engagement plan is aligned to the council's Vision 2025. Communications and engagement activity is focussed on:

- **The four key priorities of Vision 2025 as detailed in the Corporate Improvement Plan**
- **The Performance Management and Quality Assurance Framework**
- **The council's three core improvement plans for Children's Services, Adult Services and Leadership and Governance**
- **The agreed Gold and Silver Campaigns (see section 2)**



We believe that good communications and engagement helps bring about positive change. Aligning our communications and engagement to the priorities and objectives of the organisation allows us to provide timely and relevant information to allow people to make effective choices.

Our communications and engagement activity is audience led. We tailor our messages and campaigns appropriately to make them relevant and accessible to different audiences based on their particular needs and requirements.

Operating model (how we will deliver excellent communications and engagement)



The council's Communications and Engagement Team sits at the heart of the organisation and translates business objectives into communications activity and behavioural outcomes. One of the main recommendations of the Communications Review was for the re-prioritisation of the Communication and Engagement Team's work to better align to the organisation's priorities and the introduction of a three-tier approach to how future campaigns would be supported. As a result, a system of Gold, Silver and Bronze campaigns will be introduced and this is where the Communications Team will put its focus.

These Gold and Silver campaigns are determined by Cabinet/Management Team and agreed annually (see Section 2 below for the 2018 schedule of campaigns). Lower priority, or more service orientated communications, known as

Bronze level communications activity or campaigns, will be the responsibility of service areas with advice and guidance from the central team.

A key part of the team's work is improving the quality of policy and delivery of services through engagement with key audiences (internal and external), to promote understanding of the Cabinet's Vision 2025, priorities and policies.

The operating model is built around eight core communications and engagement disciplines as follows:

| | |
|---------------------------------------|---|
| Strategic Communications | Undertakes horizon scans exploring what the future might look like with services and helps establish the core narrative for campaigns and issues; gathers insight and evaluates communications work. |
| Media and Campaigns | Produces publishable content (not just distributing press releases); respond to media enquiries, flexible and nimble, able to utilise multiple channels and flex and adapt as needs of services change. |
| Strategic Engagement | Strengthens our decision making and informs our future service offer by capturing insights/views from a range of stakeholders including employees, partners and residents. Creates further opportunities to shape and build alliances with partner organisations and communities and contributes to co-production, shared understanding and a better dialogue. |
| Internal Communications | Works in partnership with leaders, HR and OD, to engage staff in delivering the Cabinet's and service area priorities; supporting employee engagement, organisational and cultural change. |
| Digital Communications | Using and promoting digital channels for informing and two-way dialogue with residents; providing real time information during emergencies and major events; evaluating public sentiment. |
| Design and visual identity | Ensuring design work follows brand guidelines and creative content is available in a wide range of engaging, multi-media formats to provide access for all. |
| Welsh Language and Translation | Ensuring all council services available in Welsh and promoting the use of the language in the council and throughout the county; providing translation. |
| Events | Events are a major lever of economic prosperity, as well as promoting community and staff engagement; the team supports and delivers a wide range of corporate and public events. The team will continue to lead on externally focussed events until December 2018 (when responsibility will pass to the Regeneration Team). Thereafter the team will lead on the Leadership Conference and Staff Awards. |

2. Communications and Engagement Team – priorities, skills, approach, self-serve and support

Priorities

Effective communication is crucial to successful policy implementation and supporting Cabinet's priorities. The Communications and Engagement Team aligns its work programme to the Cabinet's Vision 2025 and to the Improvement and Assurance Board through the improvement plans for Children's Services, Adult Social Care, and Leadership and Governance (the latter is now contained within the Making It Happen programme of Vision 2025).

The team's priorities are principally guided by the Cabinet's Vision 2025, and the focus of the team's activity is on an annually agreed programme of top priority campaigns. This is a new way of working for the Communications and Engagement team. The review of communications and engagement in 2018 identified this way of working as essential to allow the team to distinguish key council "storylines" from the large volume of general messaging.

The criteria for the Gold and Silver campaigns and Bronze level activity is as follows:

Gold campaigns:

- Small in number (3-6)
- Reflecting key corporate objectives
- Must reflect a specific behaviour change
- Large in scale (Usually 1-3 years in length)
- Delivering a thorough, well-evaluated, multi-phase, multi-media campaign
- Adequately resourced, average campaign 20k

Silver campaigns:

- Fairly small in number (10-12),
- Reflecting key elements in service plans
- Medium in scale (Usually 1-2 quarters long)
- Delivering an evaluated, possibly single-phase, multi-media campaign,
- Smaller than a gold campaign

Bronze level activity:

- Large in number
- Small in scale reflecting routine demand from across the council
- Each a stand-alone piece of work, often through several channels
- Evaluation usually at most limited to output or outcome measures.
- Service led with support from communications team

The Campaigns

The programme of campaigns for 2018 has been agreed by Cabinet and Management Team. This is a programme of campaigns and campaign lead officers in the Communications and Engagement Team is as follows:

Gold Campaigns

Economy

- Powys Pound (spending the Powys pound in Powys, incl. Broadband)
Lead John Evans supported by Lee Evans
- Housing (Revenue Account)
Lead Lee Evans supported by Emily Lovell

Residents and Communities

- Building Community Capacity
Lead Sue Ling supported by John Thomas

Health and Care

- Social Care Recruitment Campaign
Lead Phill Stasiw supported by Michelle Wozencraft

Learning and skills

- Learning for the future: WESP, ALN, School modernisation
Lead John Evans supported by Emily Lovell

Transformation

- Transforming the council
Anya Richards/Emma Savage

Health and Care

- Start well
Lead Michelle Wozencraft supported by Sara Davies
- Live well
Lead Phill Stasiw/Michelle Wozencraft
- Age well
Lead Phill Stasiw supported by Michelle Wozencraft

Remodelling the council

- Property rationalisation/Agile and specific transformation/ ICT strategy
Lead Emma Savage supported by Sara Davies
- Workforce strategy and learning and development /Employee Engagement
Lead Emma Savage supported by Anya Richards

Economy

- Events
Lead Anya Richards supported by Emma Savage
- Growing Mid Wales, Mid Wales Growth Deal
Lead John Evans supported by Anya Richards
- Y Gaer and Captain's Walk
Lead John Evans supported by John Thomas

Learning and skills

- Apprenticeships, Post 16 – 6th form provision, Positive Pathways Powys
Lead John Thomas support Sara Davies

Residents and Communities

- Waste
Lead Lee Evans support Sue Ling
- Fly Tipping
Lead Lee Evans support Sara Davies



Skills

Team members are professionally qualified and are skilled in: the creation of great content; the theory and practice of behaviour change; data analysis to understand audiences; building relationships and alliances. Team members will have a primary specialism in one area – for example media or internal communications – but will also have capability across a core skillset including digital, marketing and evaluation.

Approach

The team takes an integrated marketing approach to campaigns, we use a wide range of multi-channelled, linked communications activities for example a combination of news releases, digi-stories, posters, events. The aim is to achieve sustained behaviour change over time, for example increasing the number of foster carers. The team has a wide range of channels at its disposal ([see Appendix 1](#)).

Effective campaign based communications and engagement is resource intensive which necessarily limits the number of campaigns the central team can operate at one time, thus the Gold, Silver and Bronze approach.

Self-serve and support:

For Bronze level activity the Communications and Engagement Team will therefore support service areas to design and implement effective messages and campaigns themselves. The approach we use to campaign planning is **ROSIE - Research, Objectives, Strategy, Implementation and Evaluation**. Campaigns give direction and strategic purpose to the communications an organisation conducts, with the ability to demonstrably measure effectiveness and outcomes. The Communications and Engagement Team will support services deliver effective, structured campaigns and have a range of useful templates services can use. Service areas should seek advice from their nominated service area communications and engagement representative ([see Appendix 2](#)).

We also have a wide range of tools and equipment the service areas can access, ask your service area lead for more info:

- ROSIE templates
- Engagement pack
- Communications Toolkit
- Style Guide
- Training – social media, video
 - Networks
 - Digital support group
 - Consultation and Engagement Officer Network
 - Engage4Change
- Communications representatives – advice and support
- Equipment – nomadics, photos, tech (from ICT)
- Welsh Language support group
- Welsh Language advice and support, buddy system
- Welsh Language Training
- Social Media Policy
- Sign-post to appropriate external tools and suppliers

In addition, staff are supported through a range of training, especially in digital skills – including social media use and content generation and video – as well as through the Digital Support Network.



Communications toolkit



Powys County Council
Style Guide



Updated September 2017

3. Events – showcasing our county

Events play a key role in making an area a great destination to visit. They can help promote an area and all the other attractions and activities that could encourage repeat visits to the county, as well as positive sentiment about Powys as a place to live, work and play.

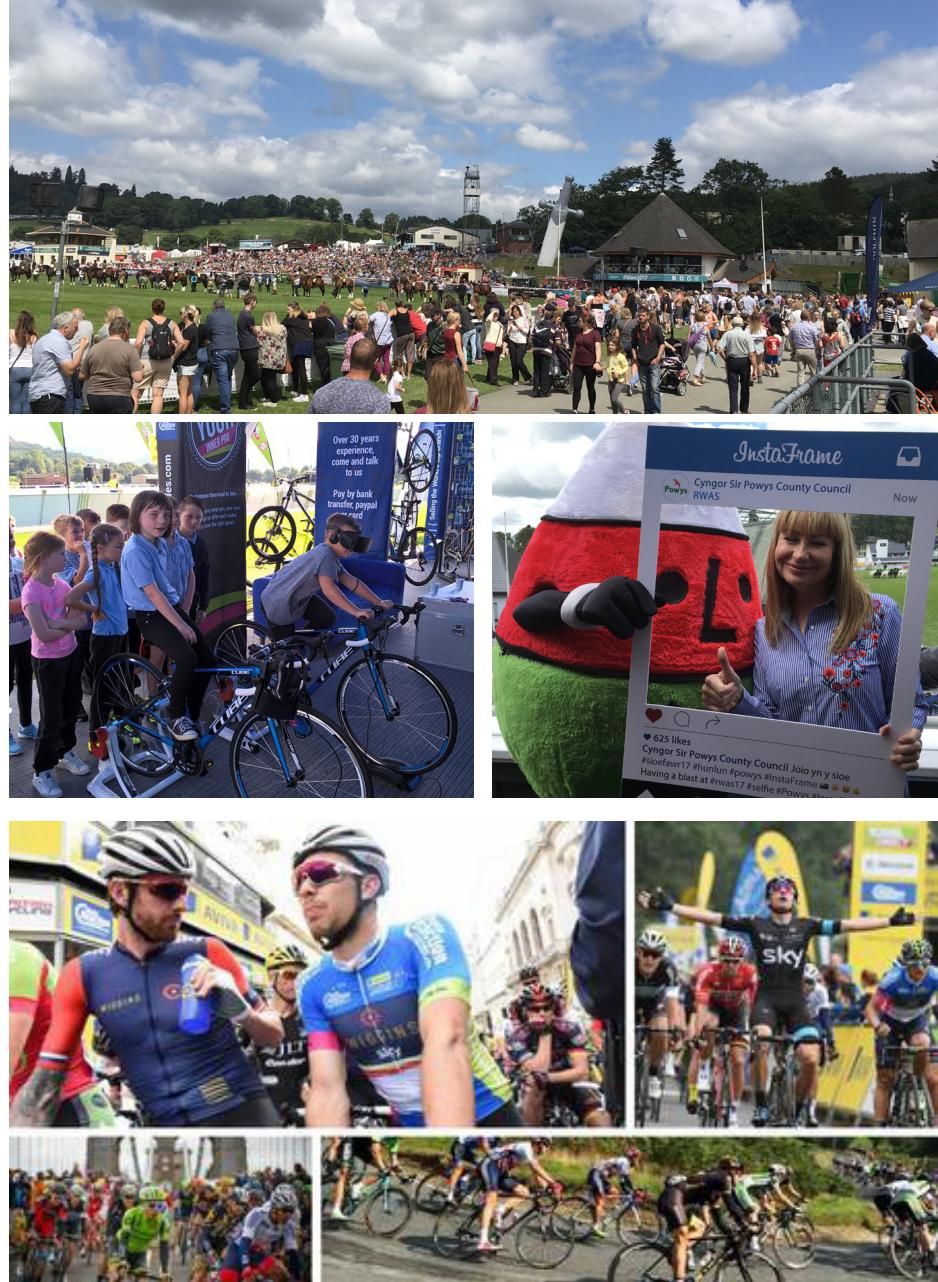
They also provide opportunities to build strong communities through participation and involvement, as well as creating economic, social and health benefits. Events can also provide skills and employment opportunities for local people.

Events can be instrumental in achieving regeneration ambitions as they can contribute significantly to the economy as local businesses benefit from associated tourism and hospitality business.

Promoting Powys as an “Events County” aligns to the Cabinet’s Vision 2025. The team therefore works to raise the profile and enhance the reputation of the council by promoting the council’s presence at major national events, showcasing the many unique attributes of the county, its people and the work of the council.

During 2018/19 the Communications and Engagement Team will also lead on producing a suite of guidance for event organisers (both internal and external) on how to access different council departments and requirements such as Event Plans, Health and Safety assessments etc.

The team will lead on a number of events during 2018, including the Spring Fair, the Urdd Eisteddfod, the RWAS, and Winter Fair. From January 2019 the Communications and Engagement Team will concentrate on corporate staff focussed events and will deliver the Staff Awards and Leadership Conference. Responsibility for externally focussed events will pass to the Regeneration Team.



4. Welsh Language and Translation

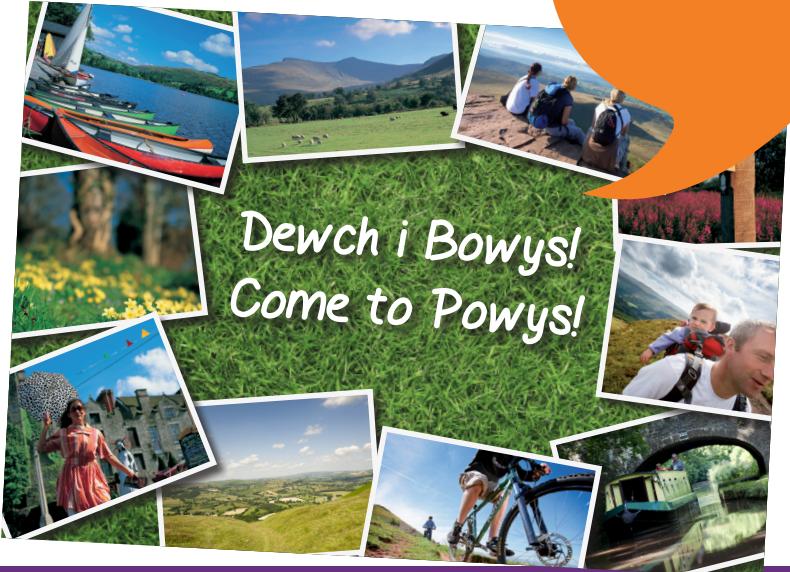
The Welsh Language Wales Measure 2011 and the Welsh Government's Cymraeg 2050 Strategy to reach 1 million Welsh speakers by 2050 has increased the legal requirements and raised expectations for service provision through the medium of Welsh, giving the Welsh language official status in Wales, and establishing the principle that Welsh should be treated no less favourably than English.

The Welsh Language and Translation team works closely with the Communications and Engagement Team and services to ensure the council provides services in people's language of choice, by:

- Translating text for publications and digital platforms
- Providing simultaneous translation at meetings
- Advising on providing bilingual services
- Providing guidance on compliance with the Welsh Language Standards

A key piece of work in 2018 will be the development of a fully bilingual intranet by Sept/Nov 2018.

Cymraeg



Trefi Brycheiniog a Maesyfed Towns of Brecon and Radnorshire

Aberhonddu

Mae'r afon Honddu yn cwrrd â'r Wysg ar gyrrion y dref. Mae'r enw Saesneg, Brecon, wedi seintioeddio o 'Brycheiniog', enw teyrnas Brychan.

Crughywel

Daw enw'r dref o frygwaer Oes Haearn cyfagos, Crug Hywel.

Y Gelli Gandryll

Nodwyd y drefedigaeth yma yn wreiddiol fel Haya, o bosib y gair Hen Saesneg am dir wed' u hamgau yn y goedwig. Cofnodi'r enw Cymraeg yn 1215, sef Gelli. Yn hwrach, ychwanegwyd 'Gandryll', o bosib yn meddwl rhandroedd ar gyfer amaeth.

Llanandras (Presteigne)

Eglwys Andras. Mae'r enw Saesneg hefyd yn awgrymu'r eglwys, yn meddwl 'gwain yr offeiriad'!

Llandrindod

Eglwys y Drindod. Enw gwreiddiol yr eglwys a'r plwyf oedd Llanddwy, neu eglwys Duw. Newidiwyd hyn nes ymlaen i'r Drindod.

Brecon

Mouth of the river Honddu. The English name, Brecon, is probably anglicised from 'Brycheiniog', the name of the kingdom of Brychan.

Crickhowell

The town takes its name from the nearby Iron Age hill fort, Crug Hywel, meaning Hywel's mound or hill.

Hay on Wye

The settlement here was originally recorded as Haya, possibly the Old English term for an enclosure, possibly in a wooded area. In 1215, a Welsh name for the town is recorded - Gelli, meaning grove. Later, Gandyll was recorded after Y Gelli, which could mean 'shattered' or 'fragmented' – possibly land divided into plots.

Presteigne

The church of Andrew. The English name also hints at the church, meaning 'meadow of priests'!

Llandrindod Wells

Church of the Trinity. The original name of the church above the town and the parish was Llanddwy (church of God), but this changed to Trinity later.

Llanfair ym Mualt

Eglwys Mari yn y Buellt – yr elfen 'bu' fel 'yn bwuch' a 'buarth', a 'gellt' neu gwellt; sydd wedi troi'n 'buallt', o bosib oherwydd dylanwad y gair 'allt'.

Rhaeadr Gwy

Y rhaeadr ar y afon Gwy. Roedd ar un adeg rhaeadr drawiadol yma, ond fe dorwyd sianel dŵr newydd wrth adeiladol pont yn 1780.

Tref-y-clawdd

Y tref ger Glawdd Offa. Weithiau mae'n cael ei alw'n Trefyco, gyda phwyslais Cymraeg ar y sillaf olaf ond un.

Ystradgynlais

Ystrad yr afon Cynlais. Daw Cynlais o 'cyn' a 'glais' ond o bosib yn yr achos yma enwir yr afon ar ôl person.

Builth Wells

Church of Mary in the Cow Pasture. Buillt (from which we derive Builth) comes from 'bu-' (bwuch, cow) and 'gellt' (grass).

Rhaeadr Gwy

The waterfall on the river Wye. There was once an impressive waterfall here, but a water channel was dug when a new bridge was built in 1780.

Knighton

Town by the dyke – Clawdd Offa. Sometimes pronounced 'Trefyco'.

Ystradgynlais

Vale of the river Cynlais. Cynlais is thought to come from 'cyn' (chisel) and 'glais' (stream), but in this case it could be a personal name.

Cymraeg

5. Internal Communications and Employee Engagement

Internal communications is an important enabler of employee engagement, commitment and productivity. Valuing and listening to our staff is critical to delivering the priorities of Vision 2025.

Employee engagement seeks to ensure that employees are committed to their organisation's goals and values, are motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being.

For the organisation, improved employee engagement contributes towards:

- Better outcomes in the public sector
- Better productivity and financial performance
- Higher levels of innovation and advocacy
- Reduced sickness levels

For the employees it helps achieve:

- Higher levels of well-being
- A more satisfying workplace

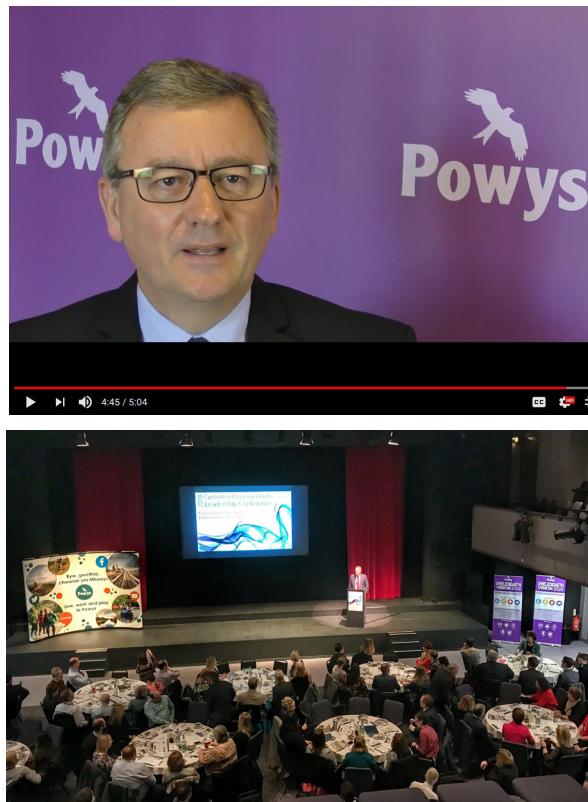
We design our internal communications and engagement campaigns around project objectives and use the enablers of engagement recommended by the national movement *Engage for Success*:

- Vision and visible empowering leadership
- Engaging managers
- Employee voice
- Organisational integrity



The work to promote employee engagement in 2018 includes:

- Communications and Engagement Plan
- Corporate narrative
- Bi-annual Leadership Conference
- Annual Staff Awards programme. Review annually to ensure it is linked closely to the Vision 2025 and priorities
- Continue the development of staff digital skills (through the Digital Support Network) for staff to be able to utilise these platforms more effectively
- Introduction of a new staff intranet that is bilingual and provides a more engaging channel of communication and resource for employees
- Staff campaign about Vision 2025 – Making it Happen
- Video blogs for chief executive
- Staff magazine
- Service stories



6. Media

Powys is served by an unusually large number of local newspapers and media outlets. As the largest employer in the county, the authority is also the focus of attention and scrutiny.

The media landscape continues to change – with the ongoing and long-term decline in readership numbers of the print editions of local papers, balanced to some degree at least by the growth of online news sites (known as hyperlocals) such as My Welshpool and Brecon FYI.

The BBC remains a hugely important media partner in TV, radio and online, in both English and Welsh, and the newly-appointed BBC funded local democracy new reporting arrangement will provide both a fresh challenge and a welcome new opportunity for the council to gain greater coverage.

We understand the important role print and broadcast media play in helping spread the word about important issues and changes, as well as the excellent services we deliver, our successes and corporate priorities.

We want to promote Powys to a local and national audience as a great place for doing business, and a fantastic place to live, work, visit and invest in.

We provide a full pro-active media service producing a constant flow of media releases as well as a full response service to media enquiries from local, regional, national and specialist news media outlets.

We already re-profile our media releases for social media channels and in 2018 we will further improve these links to provide more video both through our social media channels as well as the Newsroom on the website.

We will also change how we operate to ensure that all more members of the team engage regularly with local journalists and provide a full media service for the campaigns and services they support.



7. Engagement and Consultation

Understanding our residents' priorities, what they need, what they want in terms of service provision and what they can live without, is key to delivering the right services, in the right way at the right time.

Vision 2025 sets out our goals and aspirations and we need to engage with our residents, partners and other stakeholders to hear their views and help the vision come to life.

It is essential that we have sound, up-to-date resident attitudinal research to help us shape future service delivery around all four priorities in Vision 2025.

In recent years there has been an explosion in how our residents are using social media channels to express their views and concerns. We are seeing the growth of sustained conversations which can be seen and commented on by others and these support the more traditional methods to engage like workshops, drop in sessions and focus groups.

What we currently do

- Run consultations using a mix of channels and tools including online and paper surveys, workshops, drop in sessions and public meetings
- Support services or run consultation exercises on behalf of the council in line with the National Principles around public engagement in Wales
- Analyse feedback and produce reports for decision makers
- Present findings at key meetings on consultation results

What we will do

- Review and publicise our engagement framework and template to assist services in becoming more aware of their responsibilities and judicial reviews
- Run consultation exercises that support the Visions 2025 programmes
- Continue to work to the National Principles
- Develop and promote an early engagement approach so residents feel more involved at the start of a process. For example, when looking at changing a policy or service engage prior to proposals being developed.
- Explore more digital platforms to extend our reach and enable us to engage with more residents on more topics of interest
- Ensure we use formats and delivery which enables access for all

8. Communicating and engaging with hard to reach groups

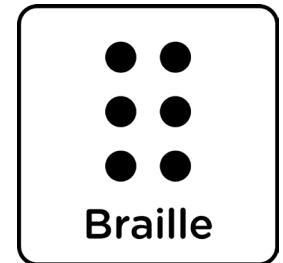
The council is committed to improving how we communicate and engage with hard to reach groups. We intend to do this by planning at the outset of any communications and engagement campaign how best to both communicate and engage with some of the seldom heard or hard to reach groups within our county. This includes all nine protected characteristics as set out in our Powys Strategic Equality Plan 2016-20.

What we currently do

- Conduct stakeholder mapping when planning our campaigns and communication plans so we are as inclusive as possible and don't exclude anyone from accessing Information about our services or plans or our vision for Powys
- Consider the different formats that are available and ensure the Disability Discrimination Act 1995 information is provided on all printed documents and our website
- Promote the existence of the above
- Engage with key groups like the Older People's Forum, the Physical Disability and Sensory Loss group, the Youth Forum, the Integrated Disability Team and the various community groups to ensure we capture their views on council policies and service consultations

What we will do

- Work more closely with the Equalities Officer and PAVO to create a stakeholder infographic for the county which captures all the stakeholder groups that exist in the county and who are listed as having one of the nine protected characteristics so we can engage with them as and when appropriate.
- Explore digital and other opportunities to enhance and create new channels and ways for residents with hearing loss, visual impairments or other conditions to contact, receive information and engage with Powys County Council.
- Continue to engage with the existing networks and groups that exist so as to have an ongoing dialogue with said residents including face to face interaction.
- To liaise with our customer services team so as to capture requests for reasonable adjustments in the communications we provide (large print, braille, audio files) on the Customer Relationship Management system thus reducing the need for said residents to have to make repeat requests.
- To work with our IT colleagues to monitor use of our Browse Aloud system and consider and seek funding to create more British Sign Language elements to our website
- Work to subtitle all our digital stories where possible



Braille



Subtitles



9. Social Media and Digital Communication

Social media has transformed the way the world communicates and has changed forever how we communicate with local people.

The huge growth in social and digital media will continue and all indications are that it will soon overtake traditional media as the main form of communication – particularly with younger service users who have traditionally been seen as a more difficult-to-engage group.

Our social media accounts are very popular with residents. For example, the council's corporate Twitter accounts has 11,000 followers on the English account alone and an average of 60,000 Twitter impressions every week. In comparison, the combined total number of copies of local newspapers sold in our area each week is just over 25,000.

In addition to the corporate social media accounts the Communications and Engagement Team helps support more than 20 specialist service accounts such as schools, libraries, regeneration and sports. These accounts help us target information and messages to the right people in ways that they are likely to notice and respond to.

The Communications and Engagement Team use a wide range of social media platforms including Facebook, Twitter, YouTube, Instagram, Periscope and Vimeo. The team produces and commissions a wide range of video which increases the council's reach through digital channels as visual story telling is preferred by users.

In 2018 we will actively seek opportunities to increase our followers and reach through all digital channels by providing interesting, video led content. We will use our own social reporting such as Facebook Lives when we have the opportunity and encourage Cabinet Members to talk about developments in their services to camera.

We will continue to monitor emerging social media channels and join in important conversations where they are happening locally.

We will also continue to support our staff gain confidence and improve their digital skills through the Digital Support Group and through a programme of training in digital content development and video skills.



10. Evaluation

Our communications and engagement activity has improved and increased over the years, but we need to adopt a more strategic approach to how we monitor and evaluate our performance against the council's key priorities.

Effective evaluation of communications and engagement campaigns is crucial in understanding what impact the campaign has had against objectives.

During the course of this plan an Evaluation Framework will be developed based on the GCS (Government Communication Service) approach to measure the performance of every campaign.

The Evaluation Framework will incorporate the International Association for Measurement and Evaluation of Communication (AMEC) best practice guidance.



11. Training and Professional Development

In a fast-paced technological environment it is essential to acquire new skills on a regular basis and share the learning with others. This broadens the team's skillset and helps the council achieve its long-term communications objectives.

The Communications and Engagement Team are a multi-award winning team with a great depth of knowledge in areas such as video production, animation, presentation, photography, and Welsh language services.

All of the team are professionally qualified through national bodies CIPR, CIM, Association of Welsh Translators, and NCTJ. The team will continue to undertake regular reviews of their training and development needs and improve their skills and expertise through appropriate training and CPD.



CHARTERED INSTITUTE
OF PUBLIC RELATIONS

12. Plan Review Process

This plan will be reviewed annually by the Communications and Engagement plan review panel which will consist of the Chief Executive, Leader, Portfolio Holder for Communications and Senior Manager, Chief Executive and Member Support. The panel will receive proposals for the Gold and Silver campaigns and put forward an annual campaign programme to be agreed upon by the wider Cabinet/Management Team group. Changes to the campaign schedule can be made during the year with agreement by the review panel.

13. Feedback and contact

For more information about this plan please contact Anya Richards, Senior Communications Manager, or your service area Communications and Engagement Representative.



Appendices

Appendix 1 – Communications and Engagement Channels

Internal

- Digital storytelling eg Trading Places, Service Stories
- Email
- Intranet
- Staff magazine
- Face-to-face eg roadshows
- Talking Points
- Powys in brief
- Team meetings
- Staff and member surveys
- Ambient media
- Staff facebook group
- Departmental newsletters and bulletins eg children's services newsletter
- Events eg Leadership Conference, Staff Awards
- Presentations eg powerpoint, prezi
- Animation
- Video

External

- Media/press releases
- Digital platforms: web, social media, webcasting
- Digital storytelling
- Events: incl. RWAS, Urdd Eisteddfod, Green Man, Wales Rally GB, Tour of Britain etc etc
- Powys Newsline
- Web – Powys News Room
- Leader vlog
- Leader column
- Public meetings
- Engagement events
- Digital stories
- Public information – leaflets etc
- Surveys
- Newsletters eg Regenerator
- Public participation in council meetings
- Access to services points eg libraries
- Animation

Appendix 2 – Communications and Engagement Service Area and Cabinet Leads

| Cabinet Member | Communications Lead | Support | Service Area | Director/HOS |
|--|--|---|--|---|
| Rosemarie Harris Leader of the Council | Anya Richards/John Evans | Digital/ internal Emma Savage | Strategic/corporate activities County Farms Estate | Dr Mohammed Mehmet / David Powell Ken Yorston |
| Myfanwy Learning & Welsh Language | John Evans Anya Richards | Consultation John Thomas | Secondary/Primary Schools Welsh Language | Ian Budd Alec Clarke |
| Rachel Powell Young People & Culture | Michelle Wozencraft | Consultation Sue Ling Culture John Thomas | Children's services | Ali Bulman Jan Cole Stuart Mackintosh |
| Aled Davies Deputy Leader/ Finance Countryside & Transport | John Evans Lee Evans | Consultation Sue Ling | Finance | Jane Thomas Adrian Jervis Stuart Mackintosh |
| Stephen Hayes Adult Social Care | Phil Stasiw | Consultation John Thomas | Adult Services | Alison Bulman Dylan Owen Louise Barry |
| James Evans Corporate Governance, Housing and Public Participation | Anya Richards Lee Evans Emily Lovell | John Evans Emma Savage Consultation John Thomas | Corporate Governance Housing, ICT, HR, Environmental health & legal Customer services | Mark Evans Simon Inkson Clive Pinney Ken Yorston |
| Phyl Davies Highways, Recycling & Assets | Lee Evans | Sue Ling | Highways, recycling and assets | Nigel Brinn Adrian Jervis |
| Martin Weal Economy & Planning | John Evans | Sue Ling Social media Emily Lovell | Regeneration, planning | Nigel Brinn Lisa Griffiths |

Appendix 2 – summary of review recommendations and actions

Recommendations Progress Chart

During February and March 2018 Peter Holt – an independent communications and engagement specialist - conducted interviews with around 80 individuals (offices, councillors, partners, journalists, trade unions and town and community councillors) to evaluate the council's approach to communications and consider how the current corporate communications team operated and what capacity and skills might be required going forward.

Peter concluded that the team was an effective force in terms of communicating the council's business with a highly skilled mix of individuals who were both creative and dedicated to the tasks at hand.

Peter's review concluded with five key recommendations that would support and help shape the team's future direction of travel and structure. He also set out a number of smaller opportunities for improvement.

This chart sets out each of these and provides an overview on progress.

| Key Recommendation | Lead Officer | Progress to date |
|--|---------------|--|
| 1) Shift the communication activity to a 'campaign based' proactive focus which delivers communications on key council priorities. Use of a Gold, Silver and Bronze model. | Anya Richards | <ul style="list-style-type: none">- Campaigns agreed with Cabinet/EMT. (7 June 2018)- Lead Comms Officer + supporting officer agreed for each Gold and Silver campaign. (18 June 2018)Lead tasked to liaise with Programme Manager and produce a summary overview using the basis of the ROSIE campaign template by end June for EMT/Cabinet scrutiny and approval.-follow up session with EMT/Cabinet on 31 July to consider campaign briefs and draft comms plan and agree next steps |

| Key Recommendation | Lead Officer | Progress to date |
|--|------------------------|---|
| 2) Consider re-introduction of a regular printed residents' magazine. (Red Kite) | John Evans & Lee Evans | <p>Newsline – a digital format newsletter produced using MailChimp which residents can sign up for - is currently being produced on a monthly basis, however, circulation is limited and has seen a drop with the introduction of GDPR.</p> <p>An options paper is being developed for to consider print and digital alternatives. A demo of Granicus (digital option) was held on Wed 13 June which allows subscribers to get announcements, alerts and sign up to various newsletters. Cost - £8k a year for basic package. An Business case to be produced for discussion and a decision from the Cabinet/Cabinet Member for September 2018.</p> |
| 3) Move the responsibility for events to another team to enable the communications function to deliver effectively all year round. | Anya Richards | <p>COMPLETED IN PRINCIPLE</p> <p>Decision taken to move events to the Regeneration Team under the lead of Lisa Griffiths. Corporate team to continue to run agreed events for 2018/19 calendar e.g. Spring Fair, Eisteddfod, Royal Welsh and Winter Fair. Hand over January 2019.</p> <p>-Responsibility for preparing the event strategy has passed to Regen.</p> <p>-Event organiser guidance and web pages to be developed by Comms Team by April 2019. Fixed term junior post advertised to progress comprehensive events guidance to cover all planning aspects in detail including risk assessments, electrical safety, marketing and graphic design of exhibitions for events, lighting, PA systems etc.</p> |

| Key Recommendation | Lead Officer | Progress to date |
|---|----------------------------|--|
| 4) Consider purchasing questions in the All Wales Survey to gain resident insights into council services. | Sue Ling | This recommendation is embedded in the Making it Happen Vision 2025 programme. The last Residents Satisfaction and Attitude Surveys were conducted during September 2015 and reported on in early 2016. The budget position meant that this was then put on hold to enable a more comprehensive budget consultation to take place using Delib's budget simulator tool for two consecutive years. The All Wales survey no longer offers LA's an opportunity to purchase additional questions or a boosted sample so decision taken to seek funding via the Making it Happen Vision 2025 programme to run our own Residents Attitude & Satisfaction survey. Cost £25k. As at June 2018 awaiting decision on business case submitted. |
| 5) Consider use of a digital platform to create a better ongoing dialogue with our residents and communities to support Vision 2025 and our financial position. | Anya Richards and Sue Ling | This recommendation is embedded in the Making it Happen Vision 2025 programme. A demo has taken place regarding the Vocal Eyes platform (7 June) and more demo's are being organised during July to consider and get a feel for all platforms on the market. Criteria to be drawn up to score said platforms. Meeting with IT, Customer Services and Comms to be held post final demo to consider best option and procurement process. |

Smaller Opportunities/Quick Wins

| | | |
|--|----------------|---|
| Review forward planning co-ordination across the authority and how that is mirrored by the corporate communications team regarding priorities. | EMT | The Cabinet Forward Planner is updated by the Cabinet Manager. Services do not always give sufficient notice to plan well in advance. |
| Develop a corporate narrative – a way of telling the Powys story that reflects the complex strategies and partnership plans but in a compelling language that engages all relevant stakeholders including employees and residents. | AR / SD and SL | Presentation given to EMT and approach agreed re- staff workshops to develop the narrative. Workshop content and structure agreed and dates set. 1st 'Powys Story' workshop to take place with E4C on 21 June. Action Learning Group on 22 June, DSG on 28 June, Cabinet Management Team on 31 July, Democratic Services on 9 July. 2 staff workshops organised and some resident vox pops. |
| Start holding regular (if infrequent – perhaps annual) meetings between leading councillors, officers and the communications team with news media outlet editors to improve relationships. | JE | JE meeting with the Leader 10 July to discuss. Also introduce a new Leader's vlog to enable Leader to deliver messages directly to residents. |
| Review which communication functions are centralised or devolved. Consider dotted line relationship between the staff based in CYPP, Housing and Fostering who are tasked with similar roles re- comms and engagement - so that the senior communications professional can adopt a 'head of profession' role to support them. | AR | Two and a half posts in team are funded by other departments – Social Services and Waste. Those overseeing these budgets are reluctant to see funding transferred into the corporate communications budget. Dotted line relationships being considered but good links already established with the officers tasked with engaging with housing tenants and children and young people. |
| Consider the authority's risk appetite in terms of media relations and campaigning. Scope to adopt a more 'riskier' approach including 'push back' and humour to engage residents. | AR/JE | To be developed through team development sessions and regular 'touch down' meetings. Team development session September 2018, touch down meetings weekly. |
| Consider and commission any specialist inward investment marketing support needed in co-ordination with the communications team. | AR, DP & LG | This is being progressed under the Economy Programme. -AR has provided LG/DP with a proposal for consideration (April and June 2018) -First meeting between AR, DP, LG 10 July |
| Consider the results of the external advice currently commissioned and any subsequent business case for events growth whilst in the meantime continuing to operate the new Events Board, with its strategic oversight. | AR and LG | COMPLETED Events board established. Responsibility for Events Strategy assigned to Regeneration. |

Smaller Opportunities/Quick Wins

| | | |
|--|---------|---|
| Review the approach to feeding back the results of consultation and engagement exercises to consultees so as to enhance confidence and participation levels. | SG/JT | COMPLETED You said, We Will model in place and use of Canva to design more eye-catching feedback posters progressing. New framework for YS WW Past Consultations on website developed and agreed with IT. |
| Take a more relaxed approach to the tone of voice used in dealing with residents communicating with us via our corporate social media accounts and support/advise other services to do the same. | EL | Advice given to customer services and the team by lead digital officer as and when required. -Team awayday organised – social media voice to be covered in Shared Learning |
| Make greater use of video on our social media channels to boost engagement levels. | All | Video is considered as part of the multi-media mix of activity for all campaigns. Video output will be prioritised to campaigns. -Cabinet Member updates to video following Cabinet meetings introduced. -CX video blog increased output to monthly. |
| Put forward a business case to ensure all staff in the team have access to an IOS or Android based work mobile to enable them to carry out their duties fully (including emergency communications cover). | EL | COMPLETED All the team received new mobile phones which are enabled and will allow greater creativity and flexibility in delivering communications via a mix of channels |
| Decide who owns the intranet going forward so that the responsibility can be handed to someone when the current intranet refresh is completed. E.g. IT, HR or Customer Services and not the Communications Team. | ES | To be agreed. |
| Adopt the basic principles for internal communications of 'no surprises' so staff don't hear something about work via another source – e.g. newspaper, another social media channel. | AR /EMT | This recommendation referred to sensitive information about senior staff on sickness absence and acknowledged there was not a simple solution to sharing information when individuals had a reasonable expectation of privacy. No specific action required but acknowledge the need to communicate changes in senior personnel. |
| Maintain the blend of internal communication channels including the printed staff magazine and consider extending the video blogs (on a rota basis) to other senior staff. | ES | CX video blog now produced monthly and shared between Interim and Deputy CEO. Review approach in 9 months. |

Smaller Opportunities/Quick Wins

| | | |
|--|--|---|
| Reinforce the importance of managers having structured, regular and honest conversations and meetings with their staff, with senior staff and middle managers being challenged to lead by example. | EMT/ME/SP | -IPR messaging reinforced through Talking Points, Intranet and Email messaging as well as staff mag features and at Leadership Conference. -Relaunch of IPR materials (template, approach etc) once they are agreed by Resources Directorate/OD |
| That Welsh language capacity is kept under review by senior management as more requirements come online, exemptions are lifted etc. | AR/BF | Work programme for translation is constantly monitored. It is currently and has been for some time, at over capacity, due to requirements under WL standards and work is being sent out for translation as well as being doing in house. The situation is kept under constant review. |
| That the authority has a qualitative discussion and longer term think about whether its current approach to compliance around Welsh language is 'enough' when set against the Welsh Language Act goals. | BF | This will be covered through the Welsh Language Working Group and the Welsh Language Promotion Plan. |
| That the council relaxes its general rule for S4C and Radio Cymru that only cabinet members talk on the radio or TV – albeit with staff coached not to stray into discussing party politics. | JE | Interviews to be agreed on a case by case basis with relevant portfolio holders. |
| That there is a routine reminder given to staff and managers that the translation team must be given as much advance notice as is reasonably possible in line with their agreed turnaround criteria. | BF | Internal publicity to promote translation timetable. Timing for messaging in discussion, may chime with Comms Team relaunch. |
| That the communications team carries out a quick exercise to identify demographics of the different readerships for the range of communication channels available to them. Create an infographic to demonstrate this and use at the start of any communications planning re- Gold/Silver campaigns | Comms Team | To be agreed |
| Explore an approach for capturing requests for reasonable adjustments in communication formats offered by the council (e.g. Braille, large print, audio, easy reads) so that in future such materials are provided to users automatically without them having to re-request them | KW This is an issue issue re- CMS system | To be agreed with Customer Services |

Smaller Opportunities/Quick Wins

| | | |
|---|------------|--|
| Routine reminders given to staff and managers that all design work commissioned by the council must be done through the corporate graphic designer within a reasonable timeframe to ensure compliance with branding guidelines and that vanity publishing is avoided. | MM | As part of the Comms Team relaunch |
| A business case is developed to expand the design team by a graduate position to increase resilience at practically nil cost by reducing external design spend. | AR | Given the current financial situation of the council the Portfolio Holder has requested this item is put on hold but kept under review. |
| A clear message to be communicated that the team are not to be used as official photographers. Time taken up going to photo calls and launches reduces capacity to work on campaigns. Team to loan out camera' and offer advice and support to services to enable them to take them own photo's for publicity purposes. | Comms Team | To be part of the comms team relaunch |
| Establish a criteria by which the team could measure any commercialisation opportunities that may exist and cross reference with existing capacity and gain to consider potential. | EMT/ME | Commercialisation of Comms Services will be reviewed once an all authority standard/measure/approach has been agreed to commercialisation. |
| Continue and extend refresher training (in-house, led by colleagues) on various aspects of communications to boost skill set of whole team. | All | Bi-annual Comms Team awaydays to Share Learning. First organised for September 2018 |
| Develop a team matrix approach to help identify portfolio leads, gold campaign leads and functional experts | AR | This is reflected in the Communications and Engagement Plan above and at Appendices 1 and 2 |
| Consider afresh whether the team contains sufficient marketing expertise, particularly in light of recommendation around a strategic campaign-driven approach to pro-active communications. | AR | This recommendation was made in relation to Growing Mid Wales and Place Branding under Vision 2025. To be decided as the project marketing requirement become clearer. Currently business cases, objectives, timelines etc are not available for either initiative on which to make sound marketing recommendations. |

Smaller Opportunities/Quick Wins

| | | |
|---|------------|---|
| Consider either centralising the fostering/adoption marketing officer post into the corporate team OR at least adopting a dotted line managerial relationship so as to improve the efficacy of the arrangement. | AR | AR in discussion with Fostering and Adoption Senior Manager and Acting Head of CS |
| Resolve the 'dedicated hypothecated' communications officer situation. Suggestion from Peter that budget for 2.5 posts transferred across to communications base budget. | AR | Already covered above |
| Add in the lead communications officer into the Cabinet paper loop earlier in the development of reports with the expectation that they can then produce proactive PR, quotes etc to support key decisions. | HoS/EMT/SB | This needs to be communicated to EMT/HoS/SB following sign-off of the Comms plan |
| Review the current corporate consultation and engagement framework and re-launch it as a tool to help services engage more meaningfully with the public. | Sue Ling | This recommendation is embedded in the Making it Happen Vision 2025 programme. Requires officer time only to deliver so initial review meeting set up for early August with 2 corporate consultation/engagement leads. Plan is to review, refresh and relaunch a new framework in January 2019. |

Powys County Council
Communications and engagement Plan 2018 - 2019

Helping deliver Vision 2025