

MAKING LEICESTERSHIRE A GREAT PLACE TO LIVE

Communications strategy and campaign plan 2011/12

April 2011

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Introduction

1. This plan identifies Leicestershire County Council's strategic communications issues and priorities in 2011-12 and describes how these will be addressed in planned media, marketing, internal communications and design work. This high-level plan will be supported by implementation plans outlining the strategy, messages and delivery for each sub campaign area.

A. Summary of key communication themes

1. We will use consistently deployed and well planned communications to support the Council in the delivery of effective services to the residents of Leicestershire, to attract and retain good staff and to ensure the area can positively influence funders and decision makers.
2. The key objective of our communications will be to explain to residents, partners, visitors and Government how we are working together to create a great place to live, to bring up a family and build a business, by providing great public services that offer outstanding value for money.
3. The 2011-12 strategy will be based on the audience-led approach launched in the interim Communications Work Programme to March 2011. The audiences will be Council Tax Payers and their families, Staff, Parents and Carers, Children, Young People, Older People, Adult Social Care Service Users (and their carers), Engaged citizens, Users of Leicestershire's transport network, Families with complex needs, Healthier people, Visitors, Key influencers, Businesses, Paying customers
4. The emphasis will be on unified communications that are linked explicitly to the objectives of the organisation, and are planned and measured to ensure cost-effective delivery.
5. Past research shows that the top performing councils are also those with the best reputations. In the LG Communications/LGA Reputation Index 2010 the councils with the best reputation scores are ten times more likely to perform excellently.
6. The LGA/LG Communications' New Reputation guide also identifies, from research, the key issues influencing effective communications – which in turn will drive Leicestershire County Council's 2011-12 communications strategy:

Leadership: having clarity about what the council stands for and making sure it is understood by the whole organisation.

Brand: Having a clear sense of purpose, with staff believing and living values.

Strategic communications: Having the right skills, approach and resources to improve your reputation and help deliver your service promises.

7. The climate and environment has changed significantly over the last year, particularly in the approach of the Government, the financial outlook and the views of residents. This will take our communications in new directions, for example:
 - i. In the new Age of Austerity, value for money will be a key theme in all our communications work, and in the cost effectiveness of our communications.
 - ii. Our leadership on the Big Society will demand a different relationship between citizen and council and this will in turn demand a more sophisticated approach to communications, which moves beyond the traditional top-down approach and engages or involves residents.
 - iii. This will be linked to localism and the Localism Bill, which gives residents more rights than ever before to take control of their area and hold the Council to account.
 - iv. Equally, our leadership of the community budgets initiative – as one of 16 pilots nationally – will demand different models for delivering services with public sector partners and communications between those partners, and with their clients.
 - v. Our campaigns will also be aimed at encouraging changes in social behaviour to deliver better outcomes for local people in areas such as health. We cannot expect citizens these days to do what we think is best for them; exhortation and instruction will be out and “nudges” will be in.
 - vi. The move by residents to electronic based communications is becoming a rush and Leicestershire County Council needs to embrace the new technologies driving this. Some work has been done in terms of social media, but there is much more to do.
8. The 2011-12 strategy will be based on the approach launched and work delivered in the interim Communications Work Programme to March 2011, which was agreed by the Corporate Management Team in September 2010.

B. Communications at Leicestershire County Council

1. Past research demonstrates that the top performing councils are also those with the best reputations. In the LG Communications/LGA Reputation Index 2010 the councils with the best reputation scores are ten times more likely to perform excellently.
2. A review of how Leicestershire County Council communicates (November 2009) concluded that the overall communications of the council is operating at 44% of its possible effectiveness and meets the bronze standard (based on an assessment against the I&DeA criteria, the LGA reputation campaign, manager and staff surveys, and residents' perception through the former Place Survey).
3. The communications function has been restructured and a smaller, unified team began work on 4 January 2011. This will ensure we have enhanced competence to deliver, can deliver a strategic approach and will report regularly on the progress made on our reputation goals.
4. An interim work programme for the new team, for the period January to March 2011, has been delivered. Evaluation of the plan to date shows all key targets at green, with the team delivering:
 - A media target of a 80–90% hit rate from press releases and 70–80% favourable coverage.
 - A proactive internal communications programme with an emphasis on managing messages about service cuts and job reductions
 - Developing and delivering an effective communications planning process to capture and focus the communications priorities for 11/12.
 - Improved, planned council publications and an A–Z of services linked to council tax bills
 - The introduction of an intranet-based approval system which will log all proposed communications activity.
 - Review and development of relevant web content and e-communications
 - Procurement and co-ordination of advertising in local and other media
 - Planned reduction in the number of editions of Leicestershire Matters
 - Provision of a 24/7 Crisis Communications service
 - Provision of communications advice to leading member and senior officers.

C. The context

5. The context of our work in 2011-12 is the sudden decrease in resident satisfaction with councils nationally and in the East Midlands.
6. Analysis from the two national polls conducted by Populus on behalf of LGInsight, shows satisfaction with councils and value for money ratings across the UK have decreased over the last year.
7. Findings show that residents are less satisfied with their local councils, less likely to feel their council offers good value for money, and less likely to feel their council takes account of their views when making decisions.
8. Results suggest that as many as 2 in 5 adults (39%) are not satisfied with the way their council runs services, an 8 per cent increase on the findings reported in a similar national poll conducted last October.
9. The survey found that the perception of councils providing good value for money was also falling, with almost two thirds of respondents (58%) failing to agree that 'councils give local people good value for money'. This is a decrease by eight points on the October poll.
10. Findings also indicate that keeping residents informed of changes remains important, with council publications playing an important role in providing such information.
11. In Leicestershire County Council's most recent residents survey in 2009 only four in ten residents (39%) were satisfied with the way Leicestershire County Council runs things overall, although 40% were neither satisfied nor dissatisfied and a smaller number (21%) were actively dissatisfied. In terms of whether things had got better or worse over the last three years, most residents feel had it had not changed (67%). One in five believes things have got worse (20%) whilst just over one in ten says they have got better (13%).
12. Just over half of residents say Leicestershire County Council keeps them well informed about the services and benefits it provides overall (7% very well and 45% fairly well).
13. In the new context of the Big Society, the 2009 poll shows that nearly half of residents are ambivalent about the opportunities for participation in local decision-making provided by Leicestershire County Council (48% saying neither satisfied nor dissatisfied). Of the remainder, views are fairly polarised with just over a quarter dissatisfied (27%) and a quarter satisfied (25%). Community forums – potentially one of the Council's main vehicles for involving residents and subject to more investment this year – also appear to only connect with residents already likely to be active in the community.
14. The 2010 Staff Survey, meanwhile, showed that, in the main, staff are likely to speak well of Leicestershire County Council as an employer (80 per cent). This survey achieved the highest ever response rate (breaking 3,000 responses) and a high level of overall satisfaction (comparable to 2008) with 15 questions showing statistically significant improvement since 2008.

15. But there is a challenge provided by the drop in those staff that feel well informed about what is happening across the Council - 60.6%, or down by 12.3 percentage points.
16. Since the last residents survey the context in which the council is working has been transformed by the new Government's policies and decisions, and this is likely to mean a downward trend in residents' satisfaction locally, reflecting the national picture. The Council will need to track changing perceptions regularly if it is to respond appropriately and communicate effectively.

D. The strategy

9. We will use consistently deployed and well planned communications to support the Council in the delivery of effective services to the residents of Leicestershire, to attract and retain good staff and to ensure the area can positively influence funders and decision makers.
10. Our communications will explain to residents, partners, visitors and Government how we are working together to create a great place to live, to bring up a family and build a business, by providing great public services that offer outstanding value for money.
11. We deliver our communication work through campaigns, which have defined goals and credible measurement agreed in advance – and are honestly evaluated. Understanding the behaviour and perceptions of our audiences is important because audiences now drive our communications strategy (see G. below).
12. The 2011-12 plan has been developed in collaboration with senior managers and Members to support the Council's strategic objectives and help deliver the vision to promote the county as the place where people want to live for its great quality of life.
13. In the new Age of Austerity, **value for money** will be a key theme in all our communications work, and in the cost effectiveness of our communications. We have already delivered the communications plan for the four-year Medium Term Financial Strategy, and have established a pipeline of value for money stories that go out weekly, but this work will continue to dominate plans in 2011-12.
14. The Council is leading the debate on the **Big Society** and will be investing nearly £1 million to support work on this issue. We will need to involve engaged citizens in our work in this area, and evolve *Leicestershire Matters* into a community communications channel that supports and promotes Big Society projects.
15. The Council has a good record on **social marketing** in areas such as waste prevention, but the closer link with public health, for example, will demand a more sophisticated approach to encouraging residents of all ages and backgrounds to make change in their lifestyles. This will build on social marketing work in current areas such as Choose How You Move and waste reduction.
16. Our current joint **partnership** communications work in areas such as the waste partnership, road safety partnership and public health will need to develop further and be the focus of more strategic planning as we move into the delivery phase of the community budgets project.

17. Much of this work will be enabled by technology as more residents move on-line for their information about and engagement with the Council. Work has started on encouraging residents to make a shift to more cost-effective channels such as the web. The corporate Council moved on to Twitter recently, and work is underway to develop a **social media** policy that will help us deliver our campaign outcomes.

E. 2011/12 Communications Strategy – Objectives

Work targeting our primary audiences is designed to achieve the following key objectives, which have been grouped in terms of core audience areas:

General audiences

- To increase Council Tax payers' understanding and awareness of council services and increase their satisfaction with value for money
- To gain support, attract resources and enhance our reputation by improving the County Council's reputation with influential stakeholders at a national as well as regional level
- To raise awareness of activities which support business opportunities and economic development

Specific audiences

- To raise awareness of services and support for parents and carers and for their children and young people focusing on improving their quality of life and achievements
- To raise awareness of services and activities which involve and support children and young people focusing on improving their quality of life and achievements
- To raise awareness of services and activities which involve and support older people, and improve their quality of life and well-being
- To encourage adult social care users to take up new ways of commissioning and buying services to provide additional needs and improve their quality of life and well-being
- To challenge, engage and motivate staff to think differently about saving money, and new ways of working which deliver quality services to residents
- To improve awareness of and access to public services which support families with complex needs within the Community Budgets pilot
- To promote Leicestershire as a great place to visit and contribute to the local economy
- To support the delivery of services which generate income

Behavioural goals

- To increase involvement of residents in making a difference to quality of life in Leicestershire through 'Big Society' initiatives
- To encourage local people to lead a healthier lifestyle
- To positively influence residents' attitude to use of the county's transport network

F. Measurement

1. The Council has only recently embarked on a new approach to communications evaluation based on established tools such as tracking reputation.
2. Last year we established a new media habits survey, which included some basic questions on perceptions of the Council. The results of this have helped drive our communications activity to date, informed the interim work programme and will inform decisions on the 2011-12 strategy and related work plan.
3. It is vital that we track trends in resident perception and opinions, to inform the delivery of council services but also to demonstrate that the Council's communications represent value for money. Local trend data is outlined in **Figure 1** below, and offers a mixed picture of satisfaction trends.
4. We will put in place clear objectives/targets for our communications campaigns and measure these regularly to inform progress, and review annually at the end of the campaign programme. Our measurement will be split between four areas:
 - **Headline ratings** that underpin satisfaction with the authority e.g value for money rating
 - **Reputation ratings** that test perceptions of the authority, e.g net positive media scores
 - **Brand scores** that test credibility of messages e.g staff advocacy of the Council as an employer
 - **Information scores** that monitor perceived information levels e.g resident informed ratings.

Figure 1: Trend data

	BVPI	Place	Satisfaction	TREND IN	New benchmark
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	2006	2008	survey 2009	PERFORMANCE	from Media and Reputation Survey 2010
How the County Council runs things	46%	43%	39%	- 7	61%
Informed about services and benefits	45%	40%	52%	+ 7	63%
Informed about what the council spends its money on	52%	66% (<i>how Council Tax is spent</i>)	60%	+ 8	45%
Informed about delivery on promises	n/a	n/a	37%	n/a	42%
Informed about how well the council is performing	36%	40%	40%	+ 4	50%
Informed about how to get involved in local decision making	44%	32%	45%	+ 1	36%
Seen Leicestershire Matters	n/a	n/a	81%	n/a	69%
Leicestershire Matters is useful	n/a	n/a	71%	n/a	70%
Does enough for people like me	n/a	n/a	48%	n/a	49%
Good value for money	45%	31%	44%	- 1	45%
Making local area a better place to live	n/a	n/a	67%	n/a	51%

G. The Council's Story

1. Leicestershire County Council has established a narrative for the authority, with which to champion the interests of the area. It has started communicating how it is leading the county through the recession and is building its brand as a county with much to offer, and with a leadership role locally and nationally.
2. In May 2010 Leicestershire County Council adopted the narrative "Working Together for Leicestershire" programme. Its headline vision is to promote the county as
"The place where people want to live for its great quality of life."
3. The mission is: *"Working together to create a great place to live, to bring up a family and build a business, supported by great public services that offer outstanding value for money."*
4. The narrative is already being reflected in Council publications such as *Leicestershire Matters*, events guides, media relations releases and the themes of the interim campaigns for January to March 2011.

5. We must continue to communicate the Leicestershire story in everything we say and do. Key messages are:
 - Leicestershire people are hard working, fair and tolerant, living in the heart of England where we combine the **best of our nation's heritage and modern business**, from historic forests to sports science. We want to preserve our built and natural heritage.
 - The county council works to help you make Leicestershire the best place to make the most of your life – **to bring up a family and build a business**.
 - To do that we'll provide great public services that offer **outstanding value for money, look after the vulnerable and give our children the best start in life**.
 - We have pride in our history and ambition for the future but public services must change. We face the **three challenges of financial restraint, environmental impact and demographic change**.
 - Only by working together, can we make the most of our money, protect our green county and offer opportunity to young and old to make our county the leading place to live for quality of life.
6. It is important, however, that we reflect the new **financial realities** and the challenge of providing high quality services with fewer resources, and within a changing relationship with local residents and partners.
7. An important element of this is that we are committed to **low council tax** so residents can have the freedom to spend their incomes on what they need. But at the same time we will ensure that the Council has the resources it requires to meet its commitments and support the most vulnerable.

H. The 2011-12 Communications Plan

1. We will deploy the full range of marketing communication tools, delivered by a unified team of professional staff working in a co-ordinated way across media relations, marketing, internal communications and creative services.
2. Our **media relations** team will focus specifically on changing perceptions and influencing opinion formers in key areas such as our value for money, community leadership, the safeguarding of children and adults, the maintenance of a good road network and the delivery of the Big Society.
3. The **marketing** team will develop and lead on campaigns, which will be focused on the awareness, perceptions and behaviour of the Council's key audiences. These will deliver measurable improvement in satisfaction and informed ratings amongst key audiences.

4. As the Council continues to go through major change, **internal communications** will provide a planned approach to improving the understanding and awareness by staff of the council's direction and their role within that. This will particularly mean helping senior managers demonstrate leadership and ensuring that all managers have the tools to inform, engage and involve their staff.
5. Our **creative service** aims to deliver high quality creative concepts and resulting deliverables, both on and off-line. The team will provide ideas and support for every campaign, and work most closely with the Marketing team. The team will also generate income through providing service to internal clients and, increasingly, external customers.

Audience-led approach

6. The January to March 2011 transition plan moved towards an audience-led approach, which will be fully in place for the 2011/12 campaigns.
7. Building our campaigns around audiences rather than services will ensure that we are targeting our campaign messages more effectively and efficiently. This will help us ensure that we are consistent in our messages and we avoid duplication of communications resources. Using this approach will help us build our knowledge of our audiences, target messages and maximise resources in the future.
8. Through research and consultation we have identified 15 audiences:
 - Council Tax Payers and their families
 - Staff
 - Parents and Carers
 - Children
 - Young People
 - Older People
 - Adult Social Care Service Users (and their carers)
 - Engaged citizens
 - Users of Leicestershire's transport network
 - Families with complex needs
 - Healthier people
 - Visitors
 - Key influencers
 - Businesses
 - Paying customers
9. These audience descriptors are for internal use only – appropriate language and relevant channels will be tailored to each target audience. In some cases there are very close links and dependencies between audiences (e.g children and young people) and these are reflected in campaign areas.

10. The individual team objectives and deliverables are below:

Media relations team

Objective

Our media relations team will focus specifically on changing perceptions and influencing opinion formers in key areas such as our value for money, community leadership, the safeguarding of children and adults, the maintenance of a good road network and the delivery of the Big Society.

The offer

We will continue to offer:

- Pro-active and targeted media relations as an integral part of our campaigns
- Reputation advice and challenge to senior officers and Members
- A 24 hr, seven days a week media relations service
- A weekly news monitoring service
- Produce up to four issues of *Leicestershire Matters*
- Achieve a net annual target of 7,900 positive media points

We will support our campaigns with weekly deliverables including:

- A value for money story to highlight how the council is delivering quality services with fewer resources and at low cost
- A story that will communicate to key influencers that the Council provides strong local leadership and innovation
- A community budgets story to show how we are pooling resources across the public sector to provide effective support together to families with complex needs
- A Big Society story to demonstrate how the council is promoting the big society and making it a reality in Leicestershire
- Increased hits and mentions from on-line media, blogs and social media sites

Evaluation:

We will evaluate our media coverage weekly and report monthly using a scoring system that weights the reach of our message with the tone of voice of coverage. This evaluation will be based on the recent Media Habits survey, which will be further updated during the year.

Marketing communications:

Objective

The team will develop and lead on campaigns, which will be focused on the awareness, perceptions and behaviour of the Council's key audiences. These will deliver measurable improvement in satisfaction and informed ratings amongst key audiences.

The offer

Once this strategy is approved by CMT and Cabinet, the marketing communications team will manage the development of individual campaigns plans to deliver the overall audience campaign priorities. Audience grids outlining objectives, sub objectives, key activities and evaluation are listed at **Appendix 1**.

Evaluation:

We have put in place clear objectives/targets for our communications campaigns and must measure these regularly to inform progress and review annually at the end of the campaign programme.

Internal Communications

Objective

As the Council continues to go through major change, internal communications will provide a planned approach to improving our employee's understanding and awareness of the Council's direction and their role within that. This will particularly mean supporting senior managers to demonstrate leadership and ensuring that all managers have the tools to inform, engage and involve their staff.

The offer

We will review our traditional staff communications channels, both corporate and local, to ensure they are still relevant to our objectives and are useful for staff. But we will continue to deliver or support:

- Regular messages and information from the Chief Executive to all staff
- Regular senior management conferences
- The development and improvement of CIS, and the management of news items on the home page
- An employee recognition programme including an annual awards event
- Regular updates for managers

Key deliverables will include:

- An internal campaign communicating messages and information about the council's finances and budgets decisions, and encouraging innovation and ideas from staff
- A campaign recognising staff achievement in priority areas and staff delivery of the council's values
- Support to Human Resources to deliver major HR initiatives e.g staff engagement
- Supporting the development of a mechanism to track staff opinion

Evaluation

Our success will be measured against benchmarks set in the 2010 staff survey including an increase in the percentage of staff who respond positively to the statement: "Outside of work I speak highly of the services provided by the Council/the Council as an employer."

Creative Services

Objective

Our creative service aims to deliver high quality creative concepts and resulting deliverables, both on and off-line. The team will provide ideas and support for every campaign, and work most closely with the Marketing team. As a trading unit, the team will also generate income through providing service to internal clients and, increasingly, external customers.

The offer

Major deliverables will include

- Improve and manage core corporate publications such as *Leicestershire Matters*, the Council Tax leaflet and the Council's A-Z of Services.
- Co-manage the Council's communications approvals process to ensure the Council is communicating in the most appropriate way and at the lowest possible cost
- Review, revise and relaunch the Council's communications guidelines and corporate identity manual, and ensure the council's branding is used effectively and accurately by all teams
- Supporting the move to more digital communications, to better target our audiences and reduce costs.

Evaluation:

A key measure will be the delivery of the 2011-12 Creative Services business plan and the successful meeting of the annual revenue target. There will be explicit links made with the outcomes measured in all our campaigns.

E-communications

Objective

E-communications are jointly owned by the communications team with ICT, with day to day management and maintenance of the website, for example, being delivered within Corporate Resources but outside the corporate communications unit.

The corporate communications team will support the council's work to inform residents, stakeholders and staff through increasing access to online services by the development of existing and emerging electronic channels.

The offer

The Communications Team will:

- Support council programmes to increase e transactions.
- Provide advice and support on the use of internal and external e-media channels to deliver the council's campaigns
- Develop campaign content for the website/intranet and continue to advise on improvements.
- Manage home page news areas on both the website and CIS intranet

Key deliverables will include:

- Helping to create new e-comms channels to generate dialogue with local communities.
- Promote the website and develop content to support campaign objectives
- Develop and implement a channel shift communications campaign to drive up web transactions
- Develop and produce ten issues of a new e-news bulletin to residents, partners and influencers
- Use social media to generate engagement in council campaigns and priorities.

Evaluation

Key measures will be an increase in unique website visitors, overall satisfaction of visitors to the website and number of people who prefer to get their information about the council from the website.

Appendix 1

Audience-led Strategic Plans

Primary	Council Tax Payers and their families
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Audience Source: LCC/PCT satisfaction survey	<i>Our council tax payers are one of our major stakeholders. We'll focus on improving communications with this group – and drive up levels of satisfaction with council services and value for money from 2009 levels of 39%</i>
Objective	To increase Council Tax payers' understanding and awareness of council services and increase their satisfaction with value for money
Sub-objectives	<ol style="list-style-type: none"> 1. To inform the public that the Council is managing its budget by proactively tackling its funding shortfall, through efficiency savings, by making cuts in non-priority areas and by generating income 2. To raise awareness of the Council's activities which provide value for money, particularly through partnerships 3. To raise awareness of services which help and protect residents such as Trading Standards and Community Safety 4. To encourage Leicestershire residents to have their say through strategic consultations 5. To raise awareness of new Council facilities 6. To encourage customers to change the channels they use to access information and services using low cost, high value channels 7. To increase footfall at museum/heritage sites and book loans/library visits 8. To raise awareness of the Council's cultural offer which supports improved quality of life for residents 9. To raise recycling rates, promote waste reduction and raise awareness of changes to waste treatment facilities
Strategy	To use the most effective communications channels and activities, including tools such as Leicestershire Matters and the Events Guide as well as proactive media work, to drive up awareness, satisfaction and behaviour change.
Key activities	<ul style="list-style-type: none"> • Value for money campaign • Promotion of strategic consultations (e.g. Waste Strategy review) • Museum/heritage/libraries awareness campaign • Customer access campaign • Behaviour change campaign to increase recycling and reduce cost of landfill • Carbon reduction campaign • Resilience planning campaign
Evaluation	3-5% increase in resident awareness of and satisfaction with council services

Primary Audience Source: Staff Survey 2010	Staff <i>Our staff will play a major role in shaping the organisation as we face the challenges ahead.</i> <i>In the latest staff survey, most staff agreed that communications help them understand what's happening across the council. Our focus this year will be to engage colleagues in transformational change, encourage innovation and create advocates.</i>
Objective	To challenge, engage and motivate staff to think differently about saving money, and new ways of working which deliver quality services to residents
Sub-objectives	<ol style="list-style-type: none"> 1. To inform staff that the Council is managing its budget by proactively tackling its funding shortfall, through efficiency savings, by making cuts in non-priority areas and by generating income 2. To raise awareness of the Council's activities which provide value for money, particularly through partnerships 3. To inform managers and staff of new initiatives and services or changes to procedure/guidance 4. To proactively engage staff in the delivery of key, strategic activities 5. To increase the number of employees who say they are advocates for the council
Strategy	To improve understanding of organisational goals and influence employee behaviours (in line with Customer First approach) through a mix of information, engagement activity and staff events. Use existing and trusted channels such as the CIS, News for All, but also develop skills and capacity of managers to communicate effectively with their teams.
Key activities	<ul style="list-style-type: none"> • Value for money campaign • Staff engagement campaign • Carbon reduction campaign (incl Go Green) • Resilience planning campaign
Evaluation	3-5% increase in +ve staff responses to Staff Survey questions including: 'Outside of work I speak highly of the services provided by the Council/the Council as an employer'

Primary Audience Source: Residents' survey	Parents and Carers <i>Parents and carers of children need to understand the range and support available to them from or via the County Council, particularly in areas that help them improve their children's achievement and well-being. We will tell them how we are protecting priority services, such as safeguarding, whilst ensuring we deliver value for money in a difficult financial climate.</i>
Objective	To raise awareness of County Council services and support for parents and carers and for their children and young people focusing on improving their quality of life and achievements
Sub-objectives	<ol style="list-style-type: none"> 1. To raise awareness of services and activities which support improvements in young people's attainment and achievements in school 2. To raise awareness of changes in schools e.g. re-organisation, academies etc and Special Educational Needs activities 3. To raise awareness of new school facilities and services e.g. new buildings, special needs 4. To raise awareness of and increase use of services which help support learning and improvements in quality of life e.g. museum/heritage/libraries/country parks 5. To raise awareness of targeted advice and support for parents e.g. Safeguarding, Family Information, Trading Standards and the provision of childcare in Leicestershire 6. To promote activities designed to reduce pregnancy rates in young people 7. To raise awareness of activities designed to reduce offending and re-offending among young people
Strategy	Working with partners, such as the Leicestershire Public Health team, use media, universal channels such as Leicestershire Matters and direct marketing to ensure parents and carers in the county are aware of the support, advice and facilities available from or supervised by the County Council. Key element will be working through the CYPS teams to engage parents in ensuring that their children are healthy and well-educated.
Key activities	<ul style="list-style-type: none"> • Promotion of school achievements and changes • Promotion of services providing support and advice • Museum/heritage/libraries awareness and behaviour change campaign • Teenage pregnancy awareness and behaviour change campaign • Awareness and behaviour change campaign to reduce youth offending
Evaluation	3-5 % increase in parents satisfied with services for children and young people

Primary Audience Source: Residents survey/Children's Trust	Children and Young People <i>Children & young people are a key and inter-related audience for a number of council services, but cannot be reached using traditional media or mainstream publications such as Leicestershire Matters. We need to help them change their approaches in certain areas, to encourage achievement, increase their community involvement and improve perceptions of them as an age group.</i>
Objective	To raise awareness of services and activities which involve and support children and young people focusing on improving their quality of life and achievements
Sub-objectives	<ol style="list-style-type: none"> 1. To raise awareness of and increase use of services which may support learning and/or improvements in quality of life of children & young people e.g. museum/heritage/libraries/country parks 2. To give children and young people a voice in local democracy and in developing services e.g. Youth Council 3. To raise awareness and participation in activities which improve children and young people's quality of life e.g. volunteer rangers 4. To promote activities designed to reduce pregnancy rates in young people 5. To raise awareness of activities designed to reduce offending and re-offending among young people 6. To encourage young people to change the way they travel (and their parents/carers), positively impacting on health and the environment
Strategy	To work with partners, schools and young people themselves to develop relevant communications and appropriate channels to drive up awareness, satisfaction and behaviour change e.g the council's <i>Jitty</i> website for young people. Work with County Youth Council for Leicestershire (CYCLe) and the young person's steering group to use newer methods such as text messaging, internet messaging and web based social networking sites. Also use monitored 'chat rooms' as a communication tool.
Key activities	<ul style="list-style-type: none"> • Museum/heritage/libraries awareness and behaviour change campaign • Promotion of engagement/service development • 'Choose how you move' sustainable travel behaviour change campaign • Teenage pregnancy awareness and behaviour change campaign • Awareness and behaviour change campaign to reduce youth offending • Raise awareness of importance of waste reduction e.g education programmes
Evaluation	3-5% increase in young people satisfied with services and facilities for children and young people

Primary Audience Source: LCC/PCT satisfaction survey	Older People <i>We are investing in services to support older people to lead active and successful lives. We need to ensure that older people are aware of what is available to them and how they can help themselves to lead better and healthier lives.</i>
Objective	To raise awareness of services and activities which involve and support older people, and improve their quality of life and well-being
Sub-objectives	<ol style="list-style-type: none"> 1. To raise awareness of and increase use of services which can improve quality of life and well-being e.g. museum/heritage/libraries/country parks 2. To increase active participation in the development of services
Strategy	Working with partners, such as the Leicestershire Public Health team, use media, universal channels such as Leicestershire Matters and direct marketing to ensure older people will be aware of the support, advice and facilities available from or supervised by the County Council, to improve their quality of life. .
Key activities	<ul style="list-style-type: none"> • Museum/heritage/libraries awareness and behaviour change campaign • Customer access campaign • Link to behaviour change around living healthier and longer lives (see Page 27)
Evaluation	3-5 % increase of people over 60 who are satisfied with services targeted at them

Primary Audience Source: LCC/PCT satisfaction survey	Adult Social Care Service Users (and their carers) <i>We are investing in additional services to support the more vulnerable adults in our community. But the delivery and funding of care is changing, and we need to ensure that current and potential clients are aware of what is available to them and how they will have new and better choices.</i>
Objective	To encourage adult social care users to take up new ways of commissioning and buying services to provide additional needs and improve their quality of life and well-being
Sub-objectives	3. To raise awareness of services which help and protect residents, particularly the most vulnerable e.g. Safeguarding 4. To promote services and activities which support independent living e.g. Personalisation strategy 5. To promote alternatives to care for adults with learning disabilities and mental health issues.
Strategy	We will work with partners, such as the Leicestershire Public Health team, to use direct marketing to ensure vulnerable adults and/or their carers are aware of the support, advice and facilities available from or supervised by the County Council, to improve their quality of life. A key workstream will be engaging directly with social care users on the benefits and operation of personal budgets.
Key activities	<ul style="list-style-type: none"> • Supporting people campaign • Customer access campaign • Independent living campaign
Evaluation	Establish benchmark and then increase by 3-5% of vulnerable adults and/or their carers who agree they are informed and supported to live more independent lives

Primary Audience Source: Community forum data Place survey LCC/PCT survey	Engaged citizens <i>We want to inspire residents of all ages to play an active role in their local communities and contribute to the quality of life in their local areas. In the new Big Society we want local people to take more responsibility for the quality of life in their areas, and not just rely on government or their local council.</i>
Objective	To increase involvement of residents in making a difference to quality of life in Leicestershire, through 'Big Society' initiatives
Sub-objectives	<ol style="list-style-type: none"> 1. To raise awareness of opportunities for residents to improve their area e.g. increasing involvement in 'Big Society' initiatives and the participatory budgeting process 2. To increase the number of foster carers/adopters; families hosting adults with learning and/or physical disabilities 3. To support volunteer recruitment in key areas such as waste management, heritage and support for our armed forces
Strategy	To use targeted communications approaches (and universal channels such as Leicestershire Matters, where appropriate) to encourage and support individuals and groups to take part in Big Society projects, and to get involved in activities such as fostering & adoption and volunteering. This will involve building up more sophisticated approaches to identifying different communities and understanding their behaviours and motivations.
Key activities	<ul style="list-style-type: none"> • Volunteer recruitment campaigns for Waste Champions, museums/heritage/libraries, resilience • Fostering and adoption recruitment • Family hosts campaign (Learning/physically disabled people) • 'Big society' campaign • Community grants, participatory budgets campaign
Evaluation	% of residents who feel they can influence decisions affecting their area

Primary Audience Source: NHT survey Highway maintenance customer satisfaction data	Users of Leicestershire's transport network <i>80% of residents are satisfied with highways services, but there are fewer residents who feel informed and satisfied with how road works are managed.</i> <i>This year, we will help residents to understand the work we're doing to improve our transport network and help them make the most of it.</i>
Objective	To positively influence residents' attitude to use of the county's transport network
Sub-objectives	<ol style="list-style-type: none"> 1. To raise awareness of activities which encourage more sustainable use of the transport network, supporting the delivery of Local Transport Plan 3 2. To raise awareness of activities which keep the road network safe and which deliver value for money 3. To change travel habits of residents and businesses, positively impacting on health and the environment
Strategy	To increase awareness of the work of the council to make it easier for residents and visitors to move around the county safely and in the most sustainable way. Working with partners, we will also use social marketing approaches to change the behaviour of road users to minimise traffic, save money and protect the environment.
Key activities	<ul style="list-style-type: none"> • Value for money campaign • 'Choose how you move' sustainable travel behaviour change campaign • Resilience planning campaign • Key partner in delivery of road safety campaign • Seasonal maintenance communications
Evaluation	3% increase in residents satisfied with highways services

Primary Audience Source: Total Place pilot/Community Budget pilot brief	Families with complex needs <i>Leicestershire is one of 16 pilots to be given control over decisions and spending aimed at families with complex needs. Local budgets will be pooled and joint commissioning arrangements set up. Leicestershire will lead on communications to ensure that information and engagement is managed across the partnerships and resources are shared.</i>
Objective	To improve awareness of and access to public services which support families with complex needs within the Community Budgets pilot
Sub-objectives	<ol style="list-style-type: none"> 1. To raise awareness of and prompt behaviour change which supports the aims of the joint commissioning hub around key themes (e.g. alcohol and drugs, public health) by providing help through collaboration 2. To promote activities designed to reduce pregnancy rates in young people 3. Public health objectives to be agreed with Director of Public Health
Strategy	Using role models and case studies to target communications to families with complex needs as part of the council's community budgets pilot. This will involve working with a range of partners at local and national level to establish a joint approach to informing and engaging with the target audience; this is very likely to include pooling communications resources. This work will also be used to manage and enhance the council's reputation for innovation and value for money.
Key activities	<ul style="list-style-type: none"> • Behaviour change campaign re community budget priorities: drugs and alcohol
Evaluation	Community based budget project evaluation – benchmarks to be established

Primary Audience Source: LCC/PCT survey	Healthier People <i>Leicestershire CC is working more closely with public health, a PCT team which is now co-located at County Hall in preparation for the planned care and health changes from 2013. We will establish joint campaigns to signpost information on healthier lifestyles and services, focussed on areas such as smoking and obesity in line with the public health strategy for the area.</i>
Objective	To encourage local people to lead a healthier lifestyle
Sub-objectives	<ol style="list-style-type: none"> 1. To increase use of the county's country parks, museums and libraries to improve well-being 2. To change travel habits of residents and businesses, positively impacting on health and the environment 3. Public health objectives to be agreed with Director of Public Health
Strategy	Working with key partners, such as the Leicestershire Public Health team, to inform residents of all ages and backgrounds about where and how they can get more active and, therefore, healthier. A key element will be behaviour change campaigns to influence citizen lifestyle choices around areas such as smoking, exercise and food. We will use research to inform a targeted approach to specific sub groups, such as young people or people from ethnic minority communities.
Key activities	<ul style="list-style-type: none"> • Museum/heritage/libraries awareness and behaviour change campaign • 'Choose how you move' sustainable travel behaviour change campaign • Public health behaviour change campaigns e.g. smoking cessation
Evaluation	Benchmark to be established

Primary Audience Source: LPL tourism data	Visitors <i>Tourism is an important driver of economic prosperity in a rural county, which has some important attractions such as Snibston Discovery Park and Bosworth Battlefield. We need to promote the county to visitors from neighbouring areas and beyond the Midlands, as well as from within the county. This campaign needs to be delivered within the new LEP framework.</i>
Objective	To promote Leicestershire as a great place to visit and to contribute to the local economy and the financial sustainability of sites
Sub-objectives	<ol style="list-style-type: none"> 1. To increase footfall at museum/heritage sites and book loans/library visits 2. To generate income from the council's commercial visitor attractions and events 3. To support partnerships and build alliances by managing joint campaigns aimed at shared markets and audiences.
Strategy	Use targeted marketing campaigns to increase footfall and income at our key attractions, such as Snibston Discovery Park and Bosworth Battlefield. Use Leicestershire Matters, the Events Guide and media to encourage residents to explore their county, as a great place to live. Link with waste campaigns to show how we are working with partners, e.g, district councils, to keep the county clean and attractive.
Key activities	<ul style="list-style-type: none"> • Museum/heritage/libraries awareness and behaviour change campaign • 'Choose how you move' sustainable travel behaviour change campaign • Customer access campaign
Evaluation	Data based on STEAM model

Primary Audience Source: Interim communications strategy 2011	Key influencers <i>Leicestershire County Council needs to build on its reputation for strong local leadership and innovation, to help attract support and resources – especially at a time of austerity. Work in this area needs to be more joined up across the council and there needs to be more active, planned engagement with stakeholders at all levels.</i>
Objective	To gain support, attract resources and enhance our reputation by improving the County Council's reputation with influential stakeholders at a national as well as regional level
Sub-objectives	<ol style="list-style-type: none"> 1. Increase awareness of the work and achievements of the council in new areas such as community budgets 2. Increase informed levels, and satisfaction with the council's leadership locally 3. Engage residents/community leaders in developing policy
Strategy	Demonstrate the County Council's role as a community leader locally and as a leader of local government innovation nationally. This will involve engaging stakeholders in the county and the country through targeted communications and face-to-face events. We will also promote our cutting edge work to key influencers and policy makers in areas such as community budgets and public health. This work will demand the development of an effective stakeholder management approach and related tools.
Key activities	<ul style="list-style-type: none"> • Development of a stakeholder management database and plan • Stakeholder events at key points in the year e.g in March ahead of new council year • Government relations work, particularly around community budgets and public health • Bi-monthly stakeholder newsletters • Building relationships with commentators and bloggers, as well as mainstream national and trade media
Evaluation	Increase by 3-5 % in community leaders/stakeholders who feel involved in the decisions the council takes (benchmark to be established)

Primary Audience Source: TBC	Businesses <i>We want Leicestershire to be a good place to do business, and for business to know where they can go for help and support. We want to work with partners across Leicestershire, in both the public and private sectors, to ensure that the local economy grows.</i>
Objective	To promote economic growth and help create employment by raising awareness of activities which support business opportunities and economic development
Sub-objectives	<ol style="list-style-type: none"> 1. To promote Council activities which support local businesses 2. To change travel habits of residents and businesses, positively impacting on health and the environment
Strategy	Inform businesses directly about the support and advice that is available to them to create jobs and prosperity, and raise awareness of what the council is doing to support and improve the local economy. We will use communications that businesses prefer, particularly e-comms and targeted e-newsletters. Where appropriate, we will engage with businesses face to face and involve them directly in our work. A key vehicle for this work will be the new Local Enterprise Partnership on which the County Council is a leading member.
Key activities	<ul style="list-style-type: none"> • An information campaign to promote and signpost to the opportunities and services available to support people to be economically active, including supporting the delivery of employment and enterprise strategies • Development of new e-newsletter for business • Promotion of the work of the Local Enterprise Partnership
Evaluation	Establish benchmark for perception that Leicestershire is a good place to do business

Primary Audience Source: MTFS	Paying customers & organisations <i>The Council's medium term financial strategy identifies areas for increased income to offset services savings, to meet reductions in council funding. There are challenging income targets specifically for Corporate Communications, particularly in the area of selling design services to external clients</i>
Objective	To support the delivery of services which generate income
Sub-objectives	1. To generate income from business development opportunities by delivering charged for services to individual customers and external organisations / sponsorship opportunities e.g. construction/engineering services, HR transactional services, print and design, weddings and ceremonies
Strategy	Marketing and promoting council services, including communications, to attract revenue for the council, which will help offset savings and efficiencies elsewhere. Our offer in libraries and museums will be our core area of focus, building on previous work and established revenue streams.
Key activities	<ul style="list-style-type: none"> • Business development/Income generation campaign
Evaluation	Year on year % increase in income in targeted areas