

Communications Strategy

Making sure we have a clear message

1 April 2018 - 31 March 2020

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1. Setting the Scene

The Public Protection Partnership (PPP) delivers Environmental Health, Trading Standards and Licensing Services to around 450,000 people and over 10,000 businesses on behalf of three authorities, Bracknell Forest, West Berkshire and Wokingham Councils. These services encompass a wide range of areas of responsibility from environmental protection to fair trading, food safety to animal health and housing standards to taxi licensing and much more.

Communication is key to the success of the service whether it is getting preventative advice out to the community; encouraging the reporting in priority areas; or working with Partner council's communications channels. This document sets out the PPP approach to developing a communication strategy for such a diverse range of services and illustrates how effective communications can:

- Safeguard and promote the health, wellbeing and safety of our communities.
- Help us achieve our organisational objectives.
- Engage effectively with our stakeholders.
- Demonstrate the success of our work.
- Ensure our publics understand what we do.
- Change perceptions and behaviours where necessary.
- Maintain the integrity, and raise the profile, of the PPP name and brand.

2. PPP Vision and Mission

The PPP's vision is:

To protect and support residents and legitimate business through the successful use of information and intelligence, delivering safe and healthy neighbourhoods.

The purpose of the service is to:

- Provide information to businesses and residents to encourage self-service, to enable them to make informed decisions and to understand their rights and responsibilities.
- Create an atmosphere where legitimate and compliant businesses can thrive and not have their interests undermined by those who choose not to comply.
- Preserve the health, wellbeing and safety of the communities we serve.

3. PPP Values

Our values have a major influence on the way we want to be seen:

- Objectivity in decision making.
- The desire to meet the needs of the community.
- An approach to service delivery which is professional on every level.

4. Strategic Priorities

The strategic priorities will be set out in the 2018-2019 Control Strategy that is due to be published in March 2018.

5. Communication Objectives

The PPP's corporate communication objective, as set out under section 5 of the PPP Business Plan 2017, is:

The effective use of communication to protect communities and enhance the reputation of the Partnership and the Councils.

Cascading from this corporate objective are the following communication objectives:

- Increase community engagement in public protection campaigns, events and activities.
- Encourage the community to report matters and to seek advice in key priority areas for self-service.
- Increase the profile and reputation of the PPP, its activities and services with key stakeholders, the general public and businesses.
- Guide the PPP on how to maximise customer satisfaction, collating customer information, including satisfaction ratings and feedback, to shape service design.

These objectives should be SMART (specific, measurable, achievable, realistic and timed). To ensure the most comprehensive and effective communications activity, these objectives have been broken down as follows:

- **Increase community engagement in public protection campaigns, events and activities:**

We will ensure people are aware of the services provided by the PPP.

By developing a strong voice in issue awareness with a series of integrated multi-channel communications campaigns around identified key issues to specified target audiences. By developing an engaging and interactive 'go-to' website with pages relevant to local services; by ensuring excellent Search Engine Optimisation (SEO); and by signposting people to relevant website pages. By holding local and regional PPP events and by attending stakeholder events.

We will ensure people know who to contact to receive professional consultancy across our range of functions.

By delivering targeted and integrated media, social media and digital media marketing campaigns to promote the collective and individual expertise within the PPP.

We will ensure design and advertising is timely, attractive, inclusive and clear.

By compiling a publication and advertising schedule and by prioritising the delivery of the schedule. Design will adhere to our brand guidelines, will meet our regulatory requirement not to discriminate on the grounds of race, religion, gender, marital status, sexual orientation, disability or age; and will be written in Plain English. Copy will be in large print, Braille or translated where necessary.

We will ensure website marketing content is accurate and up to date.

By putting together a website strategy/protocol that sets out how the website content across the authorities will be checked and kept up to date using each Partner council's policies and procedures; by keeping aware of public protection best practice; and by being up to date with legal requirements.

We will ensure social networking media is used effectively to market the services provided by the PPP.

By developing a social media strategy/protocol to maximise the accessibility and impact of our services in the evolving digital environment.

We will ensure systems are in place to support marketing.

By delivering a comprehensive PPP communications function by innovation and by using the latest technology to ensure communications is embedded across the service. Systems to include a CRM tool, digital and social media, media distribution and monitoring systems, feedback mechanisms and e-marketing tools.

▪ **Encourage the community to report matters and seek advice in key priority areas:**

We will ensure the community is aware of our key messages and through this to encourage reporting to enhance the PPP's ability to assess the areas of greatest concern facing the community and deal with them appropriately.

By developing a strong voice in issue awareness and through this encouraging reporting to allow the PPP to be able to assess the extent of problems facing the community and deal with them appropriately. By planning a series of integrated multi-channel communications campaigns around identified key issues affecting specified target audiences to encourage reporting and feedback. Through PPP events and stakeholder events. By providing information on the website to help people help themselves, as a first port of call.

We will work with stakeholders, decision makers, business, clubs, groups and organisations to continue to develop effective partnerships and to increase their participation in getting across key messages and supporting the community to make informed choices.

By initiating and maintaining excellent relationships with stakeholders, decision makers, businesses, clubs, groups and organisations to develop effective partnerships and to increase their participation in getting across key messages and supporting the community to make informed choices. By giving advice and guidance on their communication activities. Key to our success is officer engagement with customers and partner agencies to win 'hearts and minds' and support for what we do.

▪ **Increase the profile and reputation of the PPP, its activities and services with key stakeholders, the general public and businesses:**

We will ensure the Public Protection Partnership has a strong, recognisable identity and brand.
<i>By working with Partner council's communications teams we will develop a style guide to apply to all PPP external and internal facing material including the website and digital promotional material, printed literature, MS PowerPoint presentations, print outs and Word documents, to ensure a strong, recognisable identity and brand is used across the service and its associated projects.</i>
We will ensure there is regular liaison with the Partner council's communications teams in making full use of the corporate communication services they provide.
<i>By meeting with each Partner council's Communications Lead Officer to understand fully the corporate communication services they provide and by drawing up a PPP communications protocol around agreed use of these services.</i>
We will ensure communication with elected members, staff and senior managers is clear and timely.
<i>By agreeing communication service standards with elected members, staff and senior managers and delivering to these agreed standards. Methods to include members' bulletins, Newsflash e-newsletter for staff and staff briefings.</i>
We will develop positive relationships with the print and broadcast media.
As set out in the PPP Business Plan 2017 section 15.5 'Each Partner will provide the Service with access to resources to process media enquiries relevant to the Service. This will include:
<ul style="list-style-type: none"> ▪ Logging all media enquiries relevant to their area. ▪ Liaising with relevant elected members. ▪ Provision of advice to the service when requested. ▪ Assistance in promotional campaigns.
<i>The Client Officer will advise the Service of any local procedures and facilitate where appropriate.'</i>
<i>By working with internal and external Partner media teams to develop a strong voice in the media to raise the profile of issue awareness. This will be achieved by compiling a proactive, targeted press plan that identifies objectives, 'gaps' and 'opportunities' for increased media coverage. By promoting success stories. Training needs will be assessed and a media programme developed for colleagues/members. Where appropriate, colleagues/members will be given opportunities to write for the media.</i>
We will develop our social media presence and manage online content.
<i>By developing a digital protocol/strategy, including a social media strategy/protocol.</i>

- **Guide the PPP on how to maximise customer satisfaction (given the resources available to achieve our goals), collating customer information, including satisfaction ratings and feedback, to shape service design:**

The Lead Officer – Community Engagement will work to ensure that systems are in place to collect and report information about customers and organisations.

By overseeing the construction and management of a Customer Relationship Management (CRM) marketing tool. By understanding what information is needed and how it should be

reported. Ways to collect information include surveys (eg using SurveyMonkey), PPP events and stakeholder events.

The Lead Officer – Community Engagement will work to ensure that systems are in place to collect and report customer feedback and satisfaction.

By shaping service design through consulting the public and members about their priorities - ways to collect feedback include surveys, PPP events and stakeholder events. Feedback results of consultation to customers, internal and external. By setting up mechanisms to collect customer feedback and by setting up a system to both analyse the data and to report on customer satisfaction, such as SurveyMonkey.

To complete the strategy the following generic communications objectives have been compiled:

We will develop a crisis communications plan to take effect in the event of a crisis.

By developing a thoughtfully prepared crisis plan to ensure we are able to respond promptly, accurately and confidently in the event of an emergency. The PPP plan to dovetail with wider Partner council's emergency plans.

We will develop a consistent approach to internal communications to enable colleagues and members to understand the PPP's vision and direction especially during periods of change.

By consulting with colleagues and members on how they prefer to be informed, and by developing an internal communications strategy and protocol.

6. Resources

To deliver the strategy effectively and efficiently we need to evaluate what budget, assets and staff we have access to. Throughout the delivery of this strategy we will at all times be diligent in the use of resources, careful to demonstrate value for money and be mindful of good return on investment. The Lead Officer – Community Engagement will work across the PPP service with Partner council's communication teams and alongside a team of 'communications champions' drawn from each PPP service area.

7. Communications Channels

The communications strategy will ensure the PPP utilises the appropriate communications channels to effectively deliver the PPP's comprehensive communications function. The channel used will be based on assessment of the target audience and the key messages. The following table shows the communications channels we have access to and the tactics we are currently employing, together with potential tactics:

Channel	Tactics
Advertising	Press, radio, TV, magazines, poster sites (buses, billboards, bus stops), cinema, Google, Facebook, directories
Digital communication	Website, social media (Facebook, Twitter, YouTube, LinkedIn), online newsletters, blogs, e-marketing, mobile texts, apps, PPP

Channel	Tactics
	Newsflash e-newsletter
Direct marketing	Campaign letters/leaflets with key messages for targeted audiences
Events	Seminars/conferences/events. Issue awareness events/feedback events
Internal communication	Internal meetings, briefings, notice boards, members meetings, e-mail, Members' Bulletins and staff newsletter Newsflash
Public relations	Getting media and on-line exposure via local and regional TV and radio appearances, stories/photos printed in local and regional media, Public Protection Community Fund PR
Promotional literature	Consumer/regulated business newsletters, magazines, leaflets
Other e.g. merchandising, sponsorship, grants and partnerships	Promotional materials, local competitions, town and parish councils, members, PPP staff and all staff to varying degrees. Public Protection Community Fund.

Whatever the channel, it is important to remember it can take time to build the target audiences, relationships and issue awareness.

8. Target Audiences

This strategy sets out the key audiences we will be targeting as follows:

- The public
- Staff
- Public sector organisations
- PPP Boards and Committees
- PPP Partner authorities
- Partner agencies
- Businesses
- Elected members
- Community groups
- Charitable groups

9. Key Messages

Communication can be very powerful and we want people to pay attention to what we are saying and most importantly **to take action**. Key messages will be developed for each target audience depending on the specific campaign. The following short, simple messages are examples of our 'call to action' to some of our target audiences:

- What can you do to help keep your neighbourhood safe?
- What can you do to help keep your neighbourhood healthy?
- Why get involved? To keep your neighbourhood safe and healthy
- Why get involved? To help protect and support your neighbours
- Your help is crucial, engage with us in public protection
- Ways in which you can get involved...
- How can I get involved?
- Help us shape and improve our services
- We need your help

Further compelling key messages will be developed depending on the individual campaigns we are running. Our communications should be simple and easy to understand.

10. The Tactical Plan

By bringing together our objectives, target audiences, key messages and communications channels, we have the basis of a strong and compelling communications tactical plan. The PPP Communications Action Plan 2018-2020 will set out the detail of how the PPP Communication Strategy will be delivered over the next two years.

11. Evaluating Outcomes

We will need to demonstrate to our Partners, members and other stakeholders, how the communication activity, as set out in this strategy, is making a difference and is value for money. We aim to do this with robust targets, making sure we are continually striving to be better in all we do. To ensure our strategy is successful we will measure the effectiveness of what we are doing by compiling a quarterly Communications Dashboard and by reviewing the Action Plan on a regular basis. The targets will be evidenced in our Action Plan and our performance against these targets will be monitored by the Joint Management Board.

12. Summary

It is an important time for the PPP as it develops a clearer identity and starts implementing the business plan to greater effect. We look forward to delivering this strategy with our Partner council's communications teams, colleagues, members and other associates. Not only are we passionate about delivering a great communications service, we are confident through our communications activity, consultation, team work and best practice, the PPP will be in a stronger position to implement its vision:

To protect and support residents and legitimate business through the successful use of information and intelligence, delivering safe and healthy neighbourhoods.