Context
The current Royal Borough of Greenwich communications team is new to the Council. Team personnel has changed completely over the last six months, with a new structure also being introduced. This strategy seeks to set out in detail how the new team will support the Council to engage and motivate residents, businesses, visitors, partners and stakeholders, so that everyone can reach their full potential in the borough.

Our communications aims
With residents, businesses, visitors, partners and stakeholders in mind:

- inform and promote understanding of the Council’s priorities and services.
- promote opportunities to engage in shaping the Royal Borough and raise awareness of how to participate in local democracy.
- uphold the Council reputation as an expert voice for the borough, maintaining a strong identity and clear brand.
- deliver inclusive communications which are accessible to our audiences and representative of our borough’s demographic.
- take a digital first approach and encourage channel shift by guiding audiences to digital innovation and alternatives that are attractive to them.
- create a consistent positive narrative by promoting Council successes.
- deliver strategic communications which support the Council’s vision and corporate plan.
- keep our workforce engaged, motivated and informed via a robust internal communications strategy which values our staff and develops them as service advocates.
- develop the appropriate protocols and policies to ensure consistent, high-quality communication.

Our communications principles

Residents at the heart of our communications
Communications will be targeted at specific audiences wherever possible and take into account people’s needs and characteristics to ensure they receive the right information in the right format.

Two-way conversation
We will encourage comment and feedback to help us shape ideas and services to meet resident’s needs.

In good time
We will communicate in good time so that residents have a fair chance to participate, respond or make change.

Clear and simple
Our communications will use plain English and be easy to understand. We will offer translation services where appropriate.

Appropriate formats
Our communications will recognise the different methods off communication our audiences respond to and seek to use appropriate formats. We will also help people to discover alternative formats which may be more useful to them.

Transparency
Our communications sign off processes will ensure that information is accurate and factual. We will never seek to mislead.

Value for money
Our communications activities will be carried out in the cost effective way — maximising the impact of our spending.

In collaboration
Where appropriate we will work with our partners to communicate joint projects.

Dynamic communications
We will constantly evaluate our communications activities, using an agile approach to adapt to the preferences of our residents and improve our penetration.

High-quality performance
Our communications practices will be governed by protocols and processes that will quality assure everything we do.
### Our responsibilities

The communications team uses multiple platforms to reach Council audiences. While we will tailor the platforms we use to the residents or businesses we are targeting, using a mix of appropriate formats and channels to maximise our reach.

#### Royal Borough of Greenwich website

The Council website is both a communication tool and a portal to services. It is the main repository of Council information and can be accessed 24/7.

It is important that the site is kept up-to-date, in good working order, easy to use and relevant.

**The communications commitments to maintaining this are to:**

- manage a constant rolling programme of content review which sees every page reviewed annually
- support directorates to create new content/ functionality that adheres to council website standards as appropriate
- minimise microsites and sites created outside of the corporate web platform and to charge for any work on digital platforms which do not have corporate approval
- be a central part of the digital transformation programme in order to improve how online services are accessed and increase the number available.
- work with the web technical team to minimise downtime and keep functionality operational
- uphold communications principles around ease of use and understanding.
- maintain the Council brand and style across the main website, satellite sites and, as appropriate, sites created outside the corporate web platform
- create a web strategy and appropriate policies to ensure constant improvement and development of Council websites within a robust governance framework.

#### Greenwich Info

Greenwich Info is a fortnightly publication which is distributed door-to-door to homes and can be picked up at more than 50 locations around the borough.

It is governed by an agreement with the government about what type of content can be included. Essentially only Council information can be shared through the publication with news and campaigning content forbidden under the agreement.

A fortnightly publication represents an efficient way of delivering several pieces of information at once. In particular, Greenwich Info allows us to engage with residents who are not active on digital platforms. This includes vulnerable and older people who are often most in need of Council services.

The print format is also valuable as it proactively puts Council information through the doors of people who may be digitally engaged but do not choose to look at the Council's website or social media. By physically putting information in front of them, it can lead new visitors/followers to sign up to our digital communications channels.

A weekly e-newsletter also called Greenwich Info is distributed to a subscriber list which is more than 5,500 strong. It contains links to the week’s news, current consultations, highlights of up-coming events, job adverts and Greenwich Homes choice-based lettings listings.

A pdf of the print version of Greenwich Info is also available on the website. On PCs it is presented as a page-turner document and on mobile devices it is presented as individual pdf pages.

**Our commitment to Greenwich Info is to:**

- generate creative content that presents information in an interesting and engaging way
- ensure content contributes to our communications aims and principles in particular supporting the corporate plan and Council vision
- adhere to the agreement with the government
- review the current Greenwich Info and refresh the design and content to increase engagement
- evaluate all versions of Greenwich Info
- improve the synergy between Greenwich Info
(print) and the Greenwich Info weekly email to meet a digital first approach
• drive up subscriptions to the e-newsletter.

The Weekender
The Weekender is an independent weekly newspaper delivered to certain postcodes in the borough and available to collect from Council buildings. The Council has no control over the editorial content of the paper, but a contract is in place for advertising and advertorial.

Published on a Wednesday, it is the main vehicle for Council public notices and each week there is a page of editorial content which we write and design in house.

Unlike Greenwich Info, because it is not a Council publication, The Weekender has no specific content restrictions for us.

The communications commitment to the Weekender is to:
• deliver weekly strategic, high-quality content to the publication within the agreed deadlines
• work with the paper to develop joint campaigning initiatives.

Media work
The communications and digital team sends out proactive press releases to promote good news and get ahead of potentially negative stories. We also arrange for interviews, opinion pieces and editorials by the Leader and cabinet members. Additionally we produce a regular column for the Leader in the Mercury newspaper.

The team also reacts to press enquiries and emerging situations, and offers support to other London councils in crisis situations.

The Council expects to be reported fairly and accurately and given a reasonable opportunity to reply to media enquiries. In return, journalists can expect us to:
• Foster a cooperative, courteous and mutually beneficial relationship
• Regard them as partners in providing people with timely, accurate information
• Make every effort to assist them with their requests and enquiries.
• Our commitment to proactive media work is:
• To create a positive background noise for the Council by actively promoting successes, good work and future potential.
• To secure opinion pieces and interviews for the Leader and cabinet members.
• To seek opportunities to actively engage media, eg launches, announcements etc
• To build relationships with local, trade and national journalists.

Social media
Organic
The Council currently uses the following social media platforms:
- Facebook (6.6k likes)
- Twitter (38.2k followers)
- Instagram (2.4k followers)

We also have a YouTube channel which we primarily use to host Council films – we do not drive users to this site, but instead encourage people to access video through our website and other social media channels.

Our Twitter account is the third most followed of London councils and within the last six months our Facebook page has seen a 50% increase in followers. We aim to build on this success and continue to improve our social media presence to engage with the various audiences who are digital first, and encourage others to join them.

The channels are a great way to foster two-way communication as users can get involved by commenting or replying to posts or by posing their own questions and tagging the Council. In particular we have introduced monthly live Q&A sessions with Cabinet Members using #askGreenwich. These are promoted in advance on our platforms and also through video blogs by the members.

The obvious drawback of social media is that people can post anything, regardless of accuracy, and be vitriolic in how they do this. To protect the Council, we have a series of protocols about what types of post we engage with and how this is done. While we cannot silence people who disagree with us, we can
make sure that the information we share is accurate and that we welcome questions and comment from people who are genuinely engaging with us.

Our commitment to organic social media is to:

• develop engaging content that embraces the functionality and creativity of social media while supporting the Council’s strategic priorities
• keep abreast of new developments in social media so that we become an early adopter of new technology and fully explore existing platforms
• increase engagement across all platforms
• monitor acceptable use of our channels.

Paid advertising
We also take advantage of social media advertising. This type of electronic advertising sees adverts tailored to the user popping up in their feeds. These paid for adverts can be highly targeted to specific audiences within social media user groups. The reach of the adverts is measurable and we are able to provide detailed analytics about how many people have been exposed to the adverts.

This type of advertising is also cost efficient as we can choose how much money we want to put behind an advert depending on the priority of the subject.

Our commitment to social media advertising is to:

• explore the efficacy of advertising on different social media platforms to reach specific target audiences
• encourage services to use social media advertising as appropriate.

Film
Film is now an accepted and expected format for sharing information – particularly for younger people who use YouTube as their preferred search engine (rather than Google). Film can include real life footage, animation or a mixture of the two.

Additionally social media means that every film shared no longer needs to be a professional production. Instead informal footage filmed on devices such as phones and tablets can be used to get across information and opinion. We have already established monthly video blogs with Cabinet Members which are used to promote their online Q&A sessions.

The Council has a YouTube channel and shares video content through social media and on the website, as well as on the big screen in General Gordon Square.

We use film to engage viewers in various different ways:

– **Information** – sharing details about initiatives or services that residents and businesses can take advantage of. For example the E-Z cycle e-bike scheme.

– **Promotion** – for example promoting the borough to investors and businesses.

– **Add value to events** – for example films produced for the Leader’s breakfast events.

– **Engagement** – encouraging residents and businesses to take part in consultations for example the Greenwich Liveable Neighbourhoods consultation.

– **Campaigning** – for example blogs from the Leader and cabinet members on specific topics which unpack a political situation or provide rationale.

Our commitment to film is to:

• ensure film follows the best practice for maximum engagement in terms of length, content and production value
• ensure films are produced strategically ie to support a Council priority, and are an effective format for the message
• develop our video blogs to offer more strategic content
• support and encourage services to use the format as appropriate
• explore different uses of film, for example ‘how to’ videos.

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**Communications strategy**

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Events/engagement
The Council runs a number of events which the communications team is committed to promoting and shaping.

These include (but are not limited to), the Leader’s Q&A, Better Together meetings, International Women’s Day, Fairtrade Fortnight, Best of Royal Greenwich Business Awards, Civic Awards, the Royal Greenwich Get Together and Christmas events programme.

Our commitment to events is to:
• ensure events are promoted to the appropriate audiences in the borough to enable and maximise participation
• support strategic content as appropriate
• support speech writing for internal and external events as required
• ensure coverage of events as necessary either through proactive promotion or by inviting press as appropriate.

Newsletters
The Council has a number of newsletters outside the main corporate publications. These are not produced directly by communications team, but we offer support and guidance as capacity allows.

The publications we are aware of include:
– Talk Housing – a print publication for residents in Council homes, delivered door-to-door. The communications team is part of the editorial team for the publication, advising on content and quality assuring each issue.
– Business e-alert – an e-newsletter subscribed to by local businesses. The communications team has minimal input into this newsletter which increases around the Best of Royal Greenwich Business Awards.
– Schools Bulletin – this is an e-newsletter sent out to schools. The communications team contributes content to the newsletter as appropriate.
– Plumstead newsletter – this is a new e-newsletter which the communications team is fully engaged with.

Our commitment to newsletters is to:
• discourage the proliferation of newsletters where information can be shared just as effectively through our main channels
• explore options for offering digital alternatives for example for Talk Housing
• ensure existing newsletters are well used, adhere to standards of accessibility, have high-quality content and are produced on a regular basis to professional standards.

Digital first strategy
Digital first describes the approach of designing all communication to be consumed electronically as the priority and then adapting content for other formats, eg print, as the next stage. It is a strategy that has been widely adopted by organisations across the globe in response to the audience shift from traditional to digital media.

Essentially for the Council this means that much of our information is designed for the website first, adhering to web standards such as concise, bulleted information, linking, formats other than copy eg film and infographics, and also mobile first design (in response to the majority of our website visitors accessing information via a mobile device).

However this does not mean leaving people who do not consume digital information behind, rather that we reach them from a different starting point. Print and face-to-face contact still have their place in multi-platform communications delivery and are essential for engaging with harder to reach groups, older people and the vulnerable.

Digital communications also provide an advantage in that it is easy to track and analyse whether information has been accessed or acted upon. User journeys can also be followed, with analytics tools available to track an individual’s journey from clicking on a Facebook post to where they went next on the Council website. Techniques such as A/B testing can also be employed to evaluate the successful engagement of for example different email subjects.

The team currently uses analytics tools to evaluate the reach of social media posts, visits to the Council website and interaction with emailed newsletters.
Additionally the communications team has a role to play in the Council’s commitment to digital transformation – moving more services online to create greater accessibility and reduce the pressure on resources. The team will work with the programme team to ensure usability and promote take up of the services.

Our commitments to improving the Council’s digital presence are to:

- increase use of analytics and digital engagement measures to identify successful trends and capitalise on them – thereby increasing digital take-up
- support the Digital Transformation Programme by promoting online services and helping to identify user need
- ensure all our digital progress has residents at its heart via user testing all developments.

Reputation management

The communications team is responsible for ensuring that the Council name is not brought into disrepute in avoidable circumstances. This can be through advising on media issues, ensuring our brand is not being used inappropriately or exploited or by safeguarding against potentially controversial actions.

To do this we will:

- monitor the Council’s reputation in traditional and digital media to identify any emerging issues or trends
- provide advice when handling media issues
- keep abreast of work and decision making in the Council to flag up any potential controversy
- work with the design and commercial teams to ensure the Council brand is applied appropriately.

Supporting the corporate plan

The Royal Greenwich corporate plan sets out the Council’s strategic priorities. These are:

- A healthier Greenwich
- A safer Greenwich
- A great place to grow up
- Delivering homes through economic growth
- A cleaner, greener Greenwich
- Economic prosperity for all
- A great place to be
- A strong vibrant and well-run borough

The communications team will support these themes with strategic communications plans to promote the associated services and initiatives and drive up engagement.

These top-level plans will be backed by our communications aims and principles. Additionally, individual projects within each plan will have communications plans of their own.
Healthier Greenwich

Objectives
– To work with partners in the NHS and elsewhere to ensure it meets the needs of residents and the standards required.
– To work with all of our partners to support those who are experiencing mental health issues.
– To work to support people suffering from or at risk of suffering from obesity and type 2 diabetes.
– To work to help raise awareness of diseases such as sickle cell and HIV to increase rates of testing and support those suffering.
– To work to identify and support marginalized groups to provide more proactive adult safeguarding.
– To work towards becoming a dementia friendly borough.
– To work to address food poverty and poor nutrition.
– To promote independence and community resilience.

Key messages
– The Royal Borough of Greenwich is committed to supporting our residents to live longer and healthier lives.
– The Council, residents, schools and healthcare providers are working together to tackle health epidemics such as mental health issues and childhood obesity.
– We want to protect the most vulnerable in society and promote measures that people can take to protect their own health.

Strategy
– Promote programmes and initiatives through internal channels and external sources.
– Identify local partners to support campaign messages: health champions in local businesses, schools – faces within the community.
– Promote events and local successes in the media.
– Take a “preventative approach” to health and mental health by sharing national campaigns to targeted audiences.

Tactics
– Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
– Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities
– Public health roadshows – including alcohol, blood pressure
– Dementia friendly spaces
– Greenwich Get Active
– Livewell Greenwich
– School holiday meals
– Social isolation
Objectives
– To work with partners in the police and resident groups to help make our borough safer.
– To help to make the borough roads safer and spaces for communities to use.
– To prioritise approaches to tackling domestic abuse in all its forms.
– To foster cohesive communities and counter radicalisation.
– To tackle gang activity and violence.
– To take a tough approach to anti-social behaviour by working with partners and involving our local communities at every opportunity.
– To ensure safe and legally compliant housing.

Key messages
– Ensuring people feel safe in the Royal Borough of Greenwich is a top priority for the council.
– The Royal Borough is committed to making the borough a safe place for people to live, work, study and visit.
– The council is working closely with residents, the police and other local partners to reduce crime.
– The council is committed to reducing and preventing knife crime and youth violence in the borough.
– The council has developed training in schools and colleges to help young people foster healthy relationships and make safer choices.

Strategy
– Work with young people to ensure messages are well targeted and engaging
– Collaborate with partner agencies to share and support messages.
– Promote enforcement successes.
– Share community activities and events to encourage engagement and foster stronger communities.
– Promote positive messages about young people to balance negativity and ‘fear’.

Tactics
– Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
– Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities
– Coercive control campaign
– Young people’s knife crime conference
– HMO licensing campaign
– Social isolation initiatives
– Community events calendar on RBG website
A great place to grow up

Objectives

– To encourage young families to stay in the borough.
– To work with schools and colleges to close the gap in achievement in sixth form.
– To work with existing academies in partnership so they see the value of staying within the Greenwich family of schools.
– To work with all schools in the borough to improve outcomes for children and staff, regardless of their status.
– To work with schools, further and higher education establishments, businesses and other partners to ensure our residents have the skills needed to access jobs in the region.
– To work with education, business and cultural partners, to encourage them to provide opportunities for entrepreneurship in science, maths, engineering technology and culture.
– To support vulnerable young people.
– To support the improvement in school meals and use them as a tool to tackle food poverty in the borough.

Key messages

– The majority of the borough’s schools are already ‘Good’ or ‘Outstanding’.
– Early Years, Key Stage 1 & 2 education ranks among the best in the country.
– We want all children in Royal Greenwich, whatever their background or circumstances, to have the best possible start in life.
– Children’s services in the Royal Borough of Greenwich are rated good by Ofsted.
– We collaborate with partners to explore innovative ways to improve our service.
– We believe that schools are better off as part of the local authority.

– We are working with all our schools to ensure the formidable level of progress we see at early years and primary is sustained across our secondary schools.
– Royal Greenwich offers the opportunities families need to thrive.
– Royal Greenwich’s 23 children’s centres support the whole family to improve their circumstances and fulfil their potential.

Strategy

– Work with schools to promote success stories such as good exam results and Ofsted reports, and awards won by schools and individual students.
– Promote services which support children and families to reach their potential.
– Share inspirational stories of local achievers.
– Specific positive campaigns around admissions

Tactics

– Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
– Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities

– School admissions campaign
– Exam success promotion
– School meals take-up campaign
– Promoting schools’ community contributions eg taking part in winter event parades, planting activities in parks.
Delivering Homes through Economic Growth

Objectives
- To ensure that developments in the borough deliver homes that meet the need at affordable prices for residents in the borough.
- To increase the number of social housing lets.
- To manage growth and regeneration so it is sustainable and works for everyone.
- To be innovative in our approaches to deliver new housing.
- To work with all landlords and tenants to ensure the safety of our residents and tenants.

Key messages
- The Royal Borough is looking at innovative ways to create more genuinely affordable homes.
- The Council is keen to work with developers and residents to ensure new schemes meet the needs of the community.
- The Council wants to maximise its communication with Council tenants and involve them in the shaping of housing services.
- All Royal Borough residents have a right to a safe home.

Strategy
- Use the publication and high profile public consultation of the Housing Strategy to communicate the key messages. The priorities include:
  - ensuring the supply of genuinely affordable homes
  - support for specific housing needs
  - safe and high quality homes for all
  - preventing homelessness

  - building inclusive and sustainable communities and neighbourhoods.
- Publicise work with developers to increase the number of genuinely affordable homes provided in new schemes.
- Promote the Council’s innovative initiatives to build new homes in the borough including the use of former estate garage sites. Encourage residents to get involved by flagging up suitable sites on estates for house building.
- Publicise work on rogue landlords from the borough’s extension of its licensing to cover all HMOs.
- Publicise key work milestones in the Housing Capital Programme particularly those enhancing fire safety of high blocks.

Tactics
- Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
- Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities
- Consultation and promotion around new council homes building projects
- HMO licensing campaign
- Promotion of housing panels
- Talk Housing publication
Cleaner, greener Greenwich

Objectives
– Improve our green and public spaces.
– Reduce anti-social behaviour in our public and green spaces.
– Work towards stopping the use of single-use plastics, disposable coffee cups and straws.
– Take action to improve air quality, encourage renewable energy and green choices in the borough.
– Work with schools and communities to encourage a reduction in school runs making sure school entrances and surrounding streets are safe.

Key messages
– Our parks are unique green spaces for everyone to share and enjoy.
– The Council is committed to minimising single use plastics and encouraging residents and businesses to do the same.
– The Royal Borough of Greenwich is committed to being environmentally sustainable through reducing pollution.
– The Council, residents, schools, businesses and other organisations need to work together to improve air quality in the borough.

Strategy
– Promote programmes and initiatives through internal channels and external sources.
– Celebrating improvement programmes such as Pocket Parks in the media.
– Promote enforcement action, encourage reporting and good behaviour.
– Showcase our parks and green spaces.
– Work with partner organisations to enhance our messages.

Tactics
– Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
– Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities
– Car free day
– Promotion of Friends of Parks groups
– Greenwich Get Active – in green spaces
– School Streets
– Play Streets
– Junior Environment Champions
Communications strategy

Economic prosperity for all

Objectives
- To support more people into work.
- To support business growth in the borough including start-ups to help to diversify employment opportunities.
- To look to offer debt advice and promote services to individuals who are at risk of entering into unaffordable debt, or are in, positions where they have unaffordable debt.
- To work to ensure all businesses in the borough pay a fair wage and offer good working conditions.
- To be a recognised leader in ‘Smart City’ innovation to deliver real outcomes for residents and the Council.
- To create the conditions that make Greenwich attractive to companies that offer high value jobs.
- To improve the town centres.
- To improve transport infrastructure and services.

Strategy
- Promote services which support people to reach their full employment potential and offer them development opportunities.
- Promote how the Council supports business excellence and innovation.
- Share successes in attracting new business and securing local jobs.
- Engage local communities with town centre developments and foster civic pride.
- Ensure information on debt and benefits is readily available.

Tactics
- Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
- Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities
- Best of Royal Greenwich Business awards
- Business e-alert
- Universal Credit campaign
- Love Plumstead
- Liveable Neighbourhoods consultation

Key messages
- We are committed to supporting local people into work, maximising the opportunities available to them and ensuring that they receive a fair deal.
- Royal Greenwich is a great place to do business.
- Our town centres are hubs for the community – we are committed to improving their sustainability.
- The Council is a London Living Wage employer and is committed to encouraging local businesses to do the same.
- The Council is committed to improving transport links which facilitate business and prioritise sustainable journeys.
Objectives
– To continue to invest in improving and creating new sports facilities and upgrading our libraries.
– To work to ensure there is continued community cohesion in Greenwich and equality of access for all.
– To encourage more visitors to stay overnight in the borough.
– To protect and promote Greenwich’s historic landmarks and buildings.
– To work to improve the cultural offer in Greenwich showcasing local talent.
– To work to reduce social isolation in the borough.

Key messages
– We are committed to investing in culture, leisure and the voluntary sector to make our borough a unique place to live, work and study.
– We are a leading Council in London for funding to the arts and voluntary sectors.
– Culture and tourism boosts our vibrant local economy by more than £1.3 billion each year.
– Voluntary organisations are invaluable in supporting cohesive and resilient communities.
– The Woolwich Creative District will launch in 2020 and significantly boost the local economy in Woolwich and surrounding areas.

Strategy
– Use showcase projects to exemplify creativity and innovation in the borough.
– Demonstrate investment in community facilities.
– Work with Visit Greenwich to support their work attracting visitors.
– Encourage local engagement in VCS and cultural opportunities.
– Promote local pride and tourism within the borough.
– Showcase local talent from the borough’s events.

Tactics
– Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
– Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities
– Woolwich leisure centre
– Woolwich Creative District
– Plumstead library
– Civic awards
– VCS grants
– Council events programme
– Woolwich conservation area
– Initiatives to combat social isolation
Objectives

- To work to deliver greater value for money where possible.
- To improve accessibility to Council services and the customer experience.
- To enhance the Council’s commitment to open and transparent decision-making and community engagement.
- To use our buying power to enable local companies to bid for contracts and offer jobs to local people.
- To deliver a fully-funded pension fund for our members, while exploring new opportunities to invest.

Key messages

- The Council always seeks to improve efficiency and offer the best value services to local people.
- We are committed to moving services online to improve accessibility and make cost savings.
- All residents can get involved in local democracy and shape Council decision making.
- The Council is committed to working with local businesses wherever possible.

Strategy

- To involve residents and businesses in developing web-based services.
- Promote how to get involved with local democracy, in particular targeting young people to become involved with youth initiatives.
- Promoting Council and committee meetings and where possible web streaming proceedings.
- Promote visibility of Cabinet Members to encourage engagement and recognition.

Tactics

- Individual communications plans will be developed for projects and initiatives and will include secondary messaging, target audiences, activity and tactics.
- Key messages will be promoted through business as usual activity including maximising exposure through our communications channels.

Example projects and activities

- Webcasting Council meetings
- Cabinet member online Q&As/blogs
- Digital Transformation Programme
- Youth Council