

Beyond Communications: A Strategy for Communication, Engagement and Consultation



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Beyond Communications: A Strategy for Communication, Engagement and Consultation



East Staffordshire Borough Council, PO BOX 8045, Burton upon Trent, DE14 9JG
Telephone: 01283 508000
www.eaststaffsbc.gov.uk

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Section 1. Background, Aim and Vision

Background

This document provides a strategic overview of the Council's approach to communication, engagement and consultation.

Effective communication and engagement is vital to help bring the Council and the community closer together. It is the responsibility of everyone at the Council, including members and officers.

There is a strong history of strategic communication within the authority. Over recent years, various strategies have contributed to the evolution of the Council's communications.

Figure 1: A History of Strategic Communication

Communications Strategy (2008 - 2012)

- A traditional communications strategy that provided a clear and focused approach to communication.

Marketing and Communications Strategy (2012 - 2020)

- A change in approach to communication and marketing from traditional methods to digital that allowed the Council to modernise and expand its methods of communication.

Digital Strategy (2018 - 2020)

- Introduced a digital consideration in all aspects of the council delivering a new approach to social media communications, democratic engagement and a refreshed website and intranet all of which enhanced our digital communications.

Digital Strategy (2020 - 2023)

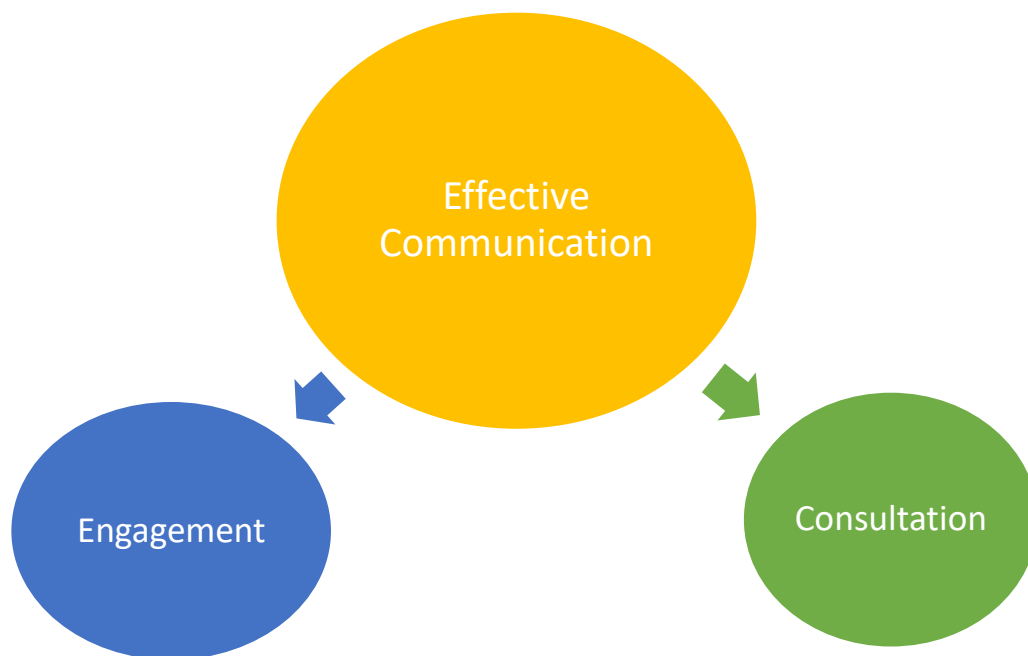
- This strategy supported the further development of our digital communications including the launch of a corporate e-newsletter, mobile app and integrated communications in service delivery.

The strategy sets a framework for council communications both internally and externally. The strategy gives direction to all media, online, internal, marketing, publications and public relations activity undertaken on behalf of the authority.

The strategy will guide the Council on how to build trust and enhance engagement with its stakeholders, how we communicate with members and officers and how we engage and consult with our residents.

The strategy strengthens the relationship between effective communication and stronger engagement and consultation.

Figure 2: Relationship Between Communication, Engagement and Consultation



Aim and Vision

The aim of the strategy is to ensure all members, officers, residents and partners have a clear understanding and a positive perception of our vision, aims, values, services and achievements. This should lead to higher levels of satisfaction and engagement.

The strategy will ensure consultations and engagement adheres to sound principles and encourages members and officers across the organisation to take ownership of communications and engagement in their service areas.

The Council's communications and engagement should:

- Tell the story of East Staffordshire and the priorities of the Council
- Improve corporate and professional reputation

- Support the leadership and objectives of the Council
- Engage with members, officers, residents and partners
- Build trust
- Attract investment
- Strengthen public support and understanding
- Follow legislation with regards to communicating with residents
- Involve the right person at the right time

This should be delivered through:

- An annual communications plan
- Campaigns that are linked to corporate targets and priorities
- Multi-faceted marketing and communications
- Evaluation of communication performance
- Ensuring organisation wide ownership of communications

Openness and Transparency

The Council is committed to the principles of openness and transparency in its decision making and in its communications, engagement and consultation activities.

However, in the practical application of these principles, the Council needs to have regard to legal obligations, which in some cases, may require information to remain confidential.

In particular the Local Government Act 1972 sets out the circumstances in which reports may be considered in private, as set out [in Schedule 12A](#).

Information can subsequently be communicated at the point it is no longer confidential.

Section 2. Influences on this strategy

Supporting the Delivery of the Corporate Plan

This strategy supports the delivery of the Council's Corporate Plan and the Corporate Priorities of:

- Improve Local Democracy
- Creating a prosperous East Staffordshire
- Developing a Green New Deal for East Staffordshire
- Protecting our heritage
- Standing up for our communities

Internal Influences

The Council's Marcomms Strategy, adopted and delivered between 2012 - 2015, detailed how the Council would improve its digital presence. The strategy outlined how the Council would use social media, the importance of the website being responsive to mobile and tablet devices and reducing traditional methods of communicating with the public in favour of digital methods where appropriate.

The Council's Digital Strategy, adopted in October 2020, will influence how the Council communicates through its digital platforms and digital customer services.

The Social Media Policy outlines how the Council will use social media to communicate with residents and its businesses.

The Council's marketing of its cultural services and tourism helps promote the borough to our residents and visitors.

External Influences

The law governing council external communications (including news releases, conferences and websites) is set out in the Local Government Acts 1986 and 1988 and the Code of Practice on Publicity. This includes the requirements on Councils during the pre-election period (previously referred to as "Purdah").

The Civil Contingencies Act 2005 raises the profiles of emergency management and business continuity planning. Councils have an important role in planning for and dealing with the consequences of local emergencies. They must also make sure there is 'business continuity' to deliver their critical services in an emergency. Communication plays a vital role. Getting messages to employees and local people will be crucial before, during and after an incident.

The Government Communication Service (GCS) is a professional body that supports government communication. The GCS provides professional guidance on a variety of subjects ranging from strategic communication to digital communication and marketing.

Section 3. Framework for the delivery of our objectives

The Gunning Principles

This strategy will adopt the Gunning Principles to structure engagement and consultation.

The Gunning Principles are the founding legal principles applicable to public consultation in the UK. They consist of four principles that must be met:

1. Proposals are still at a formative stage

A final decision **has not yet been made**, or predetermined, by the decision makers

2. There is sufficient information to give ‘intelligent consideration’

The information provided must relate to the consultation and must be **available, accessible, and easily interpretable** for consultees to provide an informed response.

3. There is adequate time for consideration and response

There must be **sufficient opportunity for consultees to participate** in the consultation. There is no set timeframe for consultation, despite the widely accepted twelve-week consultation period, as the length of time given for consultee to respond can vary depending on the subject and extent of impact of the consultation.

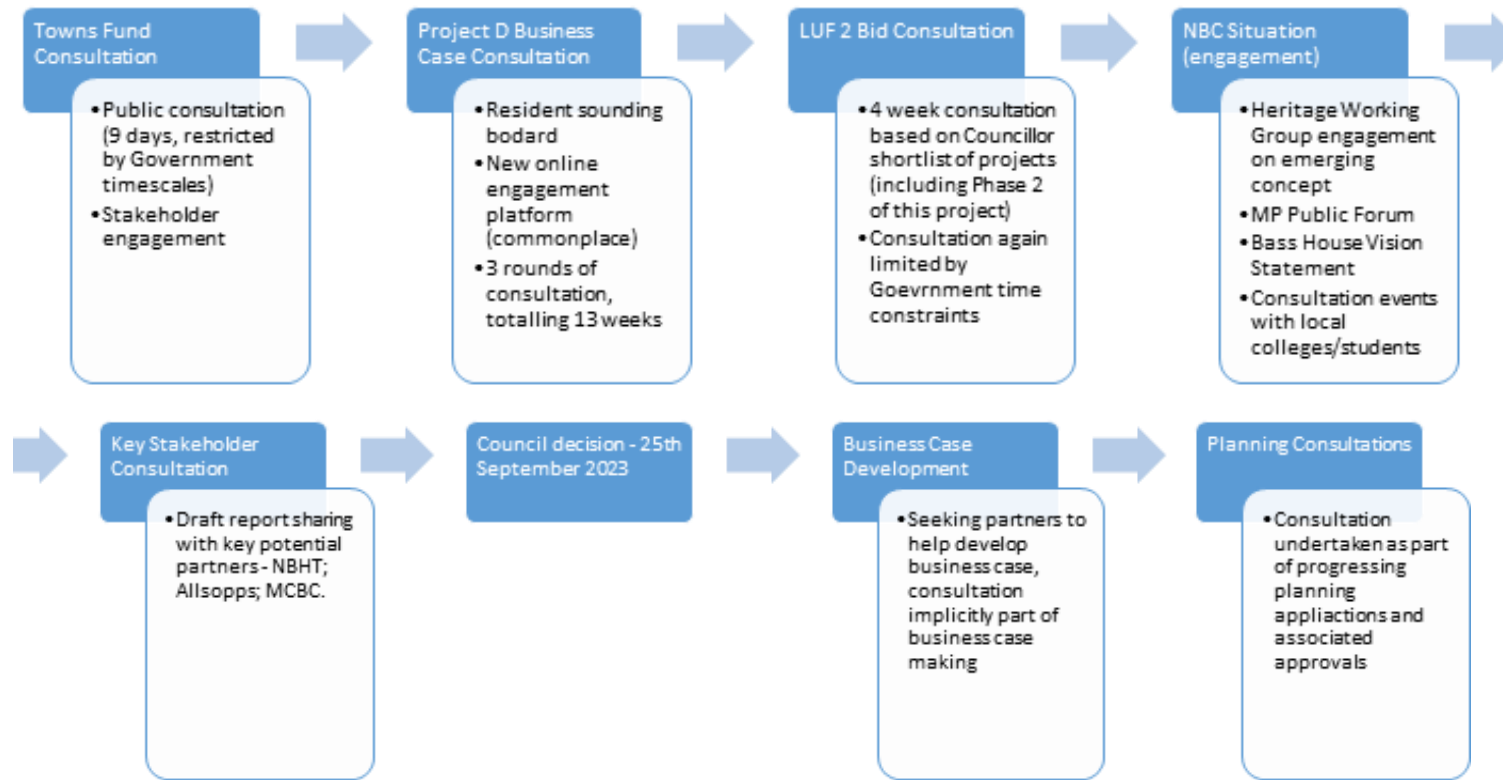
4. ‘Conscientious consideration’ must be given to the consultation responses before a decision is made

Decision-makers should be able to **provide evidence that they took consultation responses into account**.

The Council operates a Leader and Cabinet model. The full Council elects a Leader who, in turn, appoints and chairs the Cabinet. Each Cabinet member has a [specific area of responsibility](#). The Cabinet meets regularly so decisions are made in a timely manner. The Cabinet may also be called the Executive. Appropriate consultation contributes to effective decision-making by the Council, and its Cabinet, on behalf of the Borough and its citizens. Mechanisms for enhancing engagement are detailed throughout this Strategy, for example public participation in the scrutiny and overview of the Council.

The below is a practical example of a process that can be considered to be compliant with the Gunning Principles, provided for illustrative purposes noting that all individual consultations should be tailored to be bespoke to the consultation subject matter.

Figure 3: Consultation Example



- Consultation has taken place at formative stages of the project, leading to the development of the concept and future consultation activities once further details are developed;
- A wide breadth of information has been available at different stages in order to facilitate intelligent consideration by those participating in the consultation, for example the three iterative rounds at the business case development stage;
- Across months of consultation, there has been sufficient time for consideration and response, which has helped shape current thinking;
- Conscientious consideration has been given to the responses received, which have actually directed the current thinking (e.g. initial consultation identified prioritisation for the project, LUF2 consultation identified prioritisation for Bass House)

East Staffordshire Communication Campaign Model

The East Staffordshire communications campaign model will be used a basis for communicating key objectives, campaigns and initiatives.

The communications model shown below provides a structure that ensures the Council's corporate communications are consistent, clear and reflective.

Figure 4: Campaign Model



By adopting a communication model the Council is able to plan its communication which enables devolved ownership of key messages, objectives and evaluation.

Section 4. Our themes

In order to deliver our communication, consultation and engagement objectives, the Council will undertake a number of activities that are categorised within the following themes:

- Understanding our audience and sense of place
- Communicating effectively
- Engagement and consultation
- Measuring success

The key outcomes for each of these themes are summarised below and expanded upon further in the subsequent sections of this strategy.

Figure 5: Our Themes

Understanding our Audience and Sense of Place (AP)

- Place Branding (AP1)

Communicating Effectively (CE)

- Annual Communications Plan (CE1)
- Digital Communications (CE2)
- Website Content Refresh (CE3)
- Internal Communications (CE4)
- Review of Communications Toolkit (CE5)

Engagement and Consultation (EC)

- Communicating the Gunning Principles (EC1)
- Cabinet member question and answer sessions (EC2)
- Streaming Public Council Meetings (EC3)
- Citizens' Jury (EC4)
- Public Participation in Scrutiny (EC5)

Measuring Success (MS)

- Monitoring and evaluation of communication (MS1)

Understanding our audience and sense of place

It is important the Council not only understands the audience it is communicating with, but is able to establish a clear identity and branding for the place and organisation it is communicating about. Understanding how our audience feel about the Council and how it wants to receive information is key to ensuring we can communicate and engage effectively.

Place Branding (AP1)

The place branding, originally launched in March 2023, will be rejuvenated to help promote Burton upon Trent to visitors, investors and residents.

The new place branding will engage a wide range of stakeholders ranging from residents, community groups and charities, small businesses, local networks, sports clubs and major employers, to help create a revised narrative with the people of the town at its heart.

The new place brand will be more closely aligned to the Council's approach to tourism, forming a cohesive and collective effort to remind everyone how much East Staffordshire and Burton upon Trent has to offer. The place branding will be closely aligned to the Tourism Framework.

A clear place branding or story will enable members, officers, residents and partners to understand the role of the Council in delivering frontline services, providing a sustainable future for the area and improving lives in the borough.

A place brand should be an understanding and expression of place, supported by a set of verbal and visual assets – narrative, messages, design, photography, film, digital – to enable a full range of consistent and coherent communications activities to support the Council's wider corporate objectives.

Communicating Effectively

Effective communication is at the heart of any communication strategy. It is important the Council is transparent and inclusive in its communication. In order for communication to be effective it must be relevant to the target audience and delivered through a method which is appropriate to the objectives and audience.

Annual Communications Plan (CE1)

Building on the regular communications that punctuate at regular intervals during the year, an annual strategic communications plan will be developed to draw all communication together to ensure the Council is communicating key objectives, targets and initiatives.

An annual key strategic communications plan will ensure the Council can identify and prioritise key communication activities for each financial year.

The annual communications plan should be closely linked to the Corporate Plan to ensure the Council is effectively communicating its key objectives and priorities. The strategic communications plan is to be approved by the Leader of the Council.

Relevant initiatives identified in the communications plan will be supported using the communications campaign model utilising multi-faceted methods of communication as shown below.

Figure 6: Communications Plan



Digital Communications (CE2)

Building on the success of the Council's Marketing Communications and Digital Strategies the Council will continue to evolve its digital communications. This will include communications across multiple digital platforms, including but not limited to, our websites, social media, e-newsletter and SMS, which will closely align with programme work included in the digital strategy.

This will include:

- A monthly residents e-newsletter promoting council services, consultations, latest news, attractions and tourism opportunities.
- Marketing and communication of cultural services including dedicated e-newsletters and social media accounts for Burton Market Hall, Brewhouse and tourism
- A focused business e-newsletter to promote relevant business news including funding opportunities, changes in legislation, case studies and opportunities for sponsorship.
- Social media content including Deputy Leader videos, infographics and partner content where appropriate.
- Exploration of how new technologies including artificial intelligence can enhance communications

Website Content Refresh (CE3)

A new website was launched in August 2023 based on the gov.uk design. The website is built using the LocalGov Drupal distribution, which is developed and maintained by a community of developers, content designers and digital leaders from local councils across the UK.

The Council's website is a key communication tool and is vital the website's content is continually reviewed to ensure it is relevant, up-to-date and accessible.

Website content management is devolved across the organisation with each department responsible for their content therefore it is important each team can review and manage their content appropriately.

The Council will undertake a website content refresh programme and furthermore, teams across the organisation will be given additional tools to analyse and manage the quality of the content in their areas.

Internal Communications (CE4)

Internal communications play a key role in ensuring members and officers are informed about Council news, plans and priorities, and the challenges ahead.

Effective internal communications allows members and officers to understand how their actions contribute to the overall achievement of Council priorities and how their behaviour affects the way the organisation is perceived internally and externally.

Effective communications also allows the Council to promote other initiatives such as workplace health and performance. These initiatives will continue to be communicated through weekly briefings.

As part of this strategy the Council has reviewed internal communication to members, and launched a Member Intranet in April 2023.

Internal communications will be enhanced by:

- A weekly briefing to members and officers
- The introduction of a member intranet
- Staff Intranet
- Internal noticeboards with posters and information on topics ranging from workplace health to Council performance
- An internal communications group with officers representing different areas of the Council.

Review of Communications Toolkit (CE5)

To support the delivery of the Communications Strategy the Council will update its communications toolkit. The communications toolkit will outline the Council's media protocol, branding guidelines and templates for communication campaign activity and evaluation.

Engagement and Consultation

Communicating the Gunning Principles (EC1)

Engaging with local people is key to creating stronger two-way relationships between the Council and the community. Engagement can range from regular formal consultations to more deliberate activities that help build trust and more effective relationships.

The Gunning Principles are the founding legal principles applicable to public consultation in the UK. It is important that these are met, and with it being the responsibility of each team to manage their consultation processes and surveys this must be communicated effectively. Therefore, to ensure awareness of this strategy and the underlying principles of the Council's approach to consultation, service managers will be briefed on the Gunning Principles and how to apply them to their bespoke consultations or surveys.

A number of specific tools for enhancing Engagement and Consultation can also be utilised as detailed below.

Cabinet Member Question and Answer Sessions (EC2)

The public will be able to [submit questions to Cabinet Members](#) using our website and in-person. This will increase transparency and enhance local engagement.

An online form is available to allow questions to be raised with Cabinet members directly, with face to face appointments available as well. In person community forums will be run on an ad-hoc basis.

Streaming Public Council Meetings (EC3)

To further increase transparency, the Council will livestream public meetings online. The public meetings will be streamed over the internet, allowing the public to watch proceedings from their home.

Citizens' Jury (EC4)

A Citizens' Jury provides a platform for local people to engage in decision making. This will allow local people to directly influence and help shape key local decisions.

The Council will explore options for the most appropriate way of implementing a Citizen's Jury, which could include utilising a model through which an independent organisation co-ordinates a Jury of randomly selected citizens who will consider an issue and make recommendations to the Council on what should be done.

Public Participation in Scrutiny (EC5)

Introducing public participation at scrutiny committees, [enabling citizens to address scrutiny committees directly](#) with appropriate questions, further increases transparency and local engagement with democratic processes.

Measuring Success

Monitoring and evaluation of communications (MS1)

It is important the Council monitor and evaluate all campaign activities effectively to determine if campaigns have delivered campaign objectives, providing clear evidence of impact and value for money.

Utilising the Government Communication Service Evaluation Framework, the Council will develop an evaluation framework that can be used as part of its communication campaign methodology. This will provide a consistent method to measure the success of the Council's communications and influence future activity.

Monitoring and evaluation of communications through this model will not only capture statistics but it will seek to evaluate how effective communication has been in achieving desired outcomes.

In addition, this strategy will link directly into the Digital Strategy and will look to obtain feedback on service delivery.

Section 4. Programme Plan

This section outlines in more detail how the outcomes described within the themes in Section 3 will be delivered.

- Understanding our Audience and Sense of Place **(AP)**
 - Outcome 1: Place Branding

- Communicating Effectively **(CE)**
 - Outcome 1: Annual Communications Plan
 - Outcome 2: Digital Communications
 - Outcome 3: Website Content Refresh
 - Outcome 4: Internal Communications
 - Outcome 5: Review of Communications Toolkit

- Engagement and Consultation **(EC)**
 - Outcome 1: Communicating the Gunning Principles
 - Outcome 2: Specific Engagement and Consultation Tools

- Measuring Success **(MS)**
 - Outcome 1: Monitoring and Evaluation of Communications

This action plan describes a number of projects and initiatives that have been identified at the outset of the strategy. Naturally, the programme plan will evolve over the lifecycle of the strategy.

Understanding our Audience and Sense of Place (AP)		Expected Start:	Expected End:	Component Lead:	Link to Outcome:
1. Place Branding		2023/24	2023/24	Enterprise Team	AP1
<p>Brief Description:</p> <p>The place branding, originally launched in March 2023, will be rejuvenated to help promote Burton upon Trent to visitors, investors and residents.</p> <p>The new place brand will be more closely aligned to the Council's approach to tourism and its Tourism Framework, forming a cohesive and collective effort to remind everyone how much East Staffordshire and Burton upon Trent has to offer.</p> <p>Clear place branding will enable members, officers, residents, partners and stakeholders to understand the role of the Council in delivering frontline services, providing a sustainable future for the area and improving people's lives in the borough.</p>					
Initial Milestones & Timescales:		Key Outcomes & Benefits:		Key Performance Measures:	
<ul style="list-style-type: none"> Development of new place branding (2023/24) 		<ul style="list-style-type: none"> Positioning of East Staffordshire in relation to better inward investment opportunities for the private sector, tourism opportunities and quality of life for residents and visitors. 		<ul style="list-style-type: none"> Approval of revised East Staffordshire Place Branding 	
Contribution to Corporate Priorities:		<ul style="list-style-type: none"> Creating a prosperous East Staffordshire 			

Communicating Effectively (CE)	Expected Start:	Expected End:	Component Lead:	Link to Outcome
2. Annual Communications Plan	2023/24	Ongoing	Programmes and Transformation	CE1
<p>Brief Description:</p> <p>Building on the regular communications that punctuate at regular intervals during the year, an annual strategic communications plan will be developed to draw all communication together to ensure the Council is communicating key objectives, targets and initiatives.</p> <p>An annual key strategic communications plan will ensure the Council can identify and prioritise key communication activities for each financial year. The annual communications plan should be closely linked to the Corporate Plan to ensure the Council is effectively communicating its key objectives and priorities. The strategic communications plan is to be approved by the Leader of the Council.</p> <p>Relevant initiatives identified in the communications plan will be supported using the communications campaign model utilising multi-faceted methods of communication.</p>				
Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:		
<ul style="list-style-type: none"> • Maintain a strategic communications plan following the approval of the Council's Corporate Plan (Annual) • Maintain a rolling operational communications plan (Annual) 	<ul style="list-style-type: none"> • Strategic communication • Ensure all key activities from across the organisation are captured 	<ul style="list-style-type: none"> • Strategic communications plan developed and approved 		
Component Dependencies:	<ul style="list-style-type: none"> • Adoption of Corporate Plan • Input from managers into operational communications plan 			
Contribution to Corporate Priorities:	<ul style="list-style-type: none"> • All 			

Communicating Effectively (CE)	Expected Start:	Expected End:	Component Lead:	Link to Outcome
3. Digital Communications	2023	Ongoing	Programmes and Transformation	CE2
<p>Building on the success of the Council's Marketing Communications and Digital Strategies the Council will continue to evolve its digital communications. This will include communications across multiple digital platforms including but not limited to website, social media, e-newsletter and SMS.</p> <p>Following the successful launch of the resident e-newsletter, the Council will develop a business e-newsletter. The business e-newsletter will use content focused solely on the commercial sector and will be used to promote funding opportunities, changes in legislation, case studies and opportunities for sponsorship.</p> <p>The Council will also utilise its digital channels to communicate and encourage tourism to East Staffordshire.</p> <p>Using the annual communications plan, the Council will continue to schedule engaging content which could include Cabinet Member videos, infographics and partner content where appropriate.</p>				
Initial Milestones & Timescales:	Key Outcomes & Benefits:		Key Performance Measures:	
<ul style="list-style-type: none"> Introduce a regular business e-newsletter with a minimum of six editions per year (April 24) 	<ul style="list-style-type: none"> Targeted Council communications from across the authority aimed at the commercial sector. Continue to reach a large number of stakeholders through digital communications 		<ul style="list-style-type: none"> Business e-newsletter launched 	
Component Dependencies:	<ul style="list-style-type: none"> Digital Strategy 			
Contribution to Corporate Priorities:	<ul style="list-style-type: none"> Improve Local Democracy Creating a prosperous East Staffordshire 			

Communicating Effectively (CE)		Expected Start:	Expected End:	Component Lead:	Link to Outcome
4. Website Content Refresh		2023/24	Ongoing	Programmes and Transformation	CE3
<p>Brief Description:</p> <p>A new website was launched in August 2023 based on the gov.uk design. The website is built using the LocalGov Drupal distribution, which is developed and maintained by a community of developers, content designers and digital leaders from local councils across the UK.</p> <p>It is vital the website's content is continually reviewed to ensure it is relevant, up-to-date and accessible. Website content management is devolved across the organisation with each department responsible for their own content.</p> <p>A content refresh programme will ensure that all content is reviewed and then carefully monitored and managed through the Council's website quality assurance software.</p> <p>The Internal Communications Group will conduct a mystery shopping test at various stages of the strategy to test for accuracy, readability and accessibility.</p>					
Initial Milestones & Timescales:		Key Outcomes & Benefits:		Key Performance Measures:	
<ul style="list-style-type: none"> • Launch content refresh programme (Q4 2023/24) • Conduct first mystery shopping test (Q1 2024/25) 		<ul style="list-style-type: none"> • Website content that is relevant, readable and accessible. • Website is content is continually reviewed and assessed. 		<ul style="list-style-type: none"> • Quality score for website is rated as 90 or greater in Council's website quality assurance software 	
Component Dependencies:		<ul style="list-style-type: none"> • Digital Strategy 			
Contribution to Corporate Priorities:		<ul style="list-style-type: none"> • All 			

Communicating Effectively (CE)		Expected Start:	Expected End:	Component Lead:	Link to Outcome
5. Internal Communications		2023/24	Ongoing	Programmes and Transformation	CE4
<p>Brief Description:</p> <p>Internal communications play a key role in ensuring members and officers are informed about Council news, plans and priorities, and the challenges ahead.</p> <p>Effective internal communications allows members and officers to understand how their actions contribute to the overall achievement of priorities and how their behaviour affects the way the organisation is perceived internally and externally.</p> <p>The Council will launch a new intranet for officers and will utilise internal communication methods such as weekly briefings and noticeboards, to promote topics ranging from workplace health to Council performance.</p>					
Initial Milestones & Timescales:		Key Outcomes & Benefits:		Key Performance Measures:	
<ul style="list-style-type: none"> Internal noticeboards for key information (2023) Internal communication to promote Council performance (2023) Launch a new officer intranet (2024) 		<ul style="list-style-type: none"> Members and officers have a greater understanding of the Council 		<ul style="list-style-type: none"> New officer intranet developed and launched Include questions in staff survey on Council communications 	
Component Dependencies:		<ul style="list-style-type: none"> Digital Strategy 			
Contribution to Corporate Priorities:		<ul style="list-style-type: none"> All 			

Communicating Effectively (CE)		Expected Start:	Expected End:	Component Lead:	Link to Outcome
6. Review of Communications Toolkit	Q3 2023/24	Q4 2023/24	Programmes and Transformation	CE5	
<p>Brief Description:</p> <p>To support the delivery of the Communications Strategy the Council will update its communications toolkit.</p> <p>The communications toolkit will outline the Council’s media protocol and templates for communication campaign activity and evaluation.</p>					
Initial Milestones & Timescales:		Key Outcomes & Benefits:		Key Performance Measures:	
<ul style="list-style-type: none"> Review of communications toolkit (Q3 2023/24) 		<ul style="list-style-type: none"> Provides a consistent approach to communications across the organisation Ensure appropriate approvals for communications materials 		<ul style="list-style-type: none"> Corporate style guide and media protocol updated and campaign templates developed (Q3 2023/24) 	
Component Dependencies:		<ul style="list-style-type: none"> Social media policy Digital Strategy 			
Contribution to Corporate Priorities:		<ul style="list-style-type: none"> All 			

Engagement and Consultation (EC)		Expected Start:	Expected End:	Component Lead:	Link to Outcome
7. Communicating the Gunning Principles		Q4 (2023/24)	Q4 (2023/24)	Programmes and Transformation	EC1
<p>Brief Description:</p> <p>It is the responsibility of each team to manage their consultation processes and surveys. Therefore, to ensure awareness of this strategy and the underlying principles of the Council's approach to consultation, service managers will be briefed on the Gunning Principles and how to apply them to their bespoke consultations or surveys.</p>					
Initial Milestones & Timescales:		Key Outcomes & Benefits:		Key Performance Measures:	
<ul style="list-style-type: none"> Communicate updated to Strategy to all relevant staff (Q3 2023/24) Update on Gunning Principles at a managers forum (Q4 2023/24) 		<ul style="list-style-type: none"> Awareness of the Gunning Principles within the authority 		<ul style="list-style-type: none"> A presentation on the Gunning Principles is given to managers Effective consultation processes continue to be delivered 	
Contribution to Corporate Priorities:		<ul style="list-style-type: none"> Improve Local Democracy 			

Engagement and Consultation (EC)	Expected Start:	Expected End:	Component Lead:	Link to Outcome
8. Specific Engagement and Consultation Tools	Q3 (2023/24)	Ongoing	Programmes and Transformation	EC2, EC3, EC4, EC5
<p>Brief Description:</p> <p>An online form will be made available to allow questions to be raised with Cabinet members directly, with face to face appointments available as well. In person community forums will be run on an ad-hoc basis (EC2)</p> <p>To further increase transparency, the Council will livestream meetings online. The meetings will be streamed over the internet, allowing the public to watch proceedings from their home (EC3)</p> <p>The Council will work with all partners to create a Citizens' Jury. This will allow local people to directly influence and help shape key local decisions (EC4)</p> <p>The Council has introduced public participation at scrutiny committees, enabling citizens to address scrutiny committees directly with appropriate questions (EC5)</p>				
Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:		
<ul style="list-style-type: none"> • Online form available for questions to Cabinet members (Sept 23) • Streaming online meetings (Sept 23) • Create a Citizens' Jury (March 24) • Introduced Public Participation at Scrutiny Committees (July 2023) 	<ul style="list-style-type: none"> • Increase transparency and enhance local democracy. • Enhance engagement with residents and local groups 	<ul style="list-style-type: none"> • Online form published on the website • Streaming platform live on the website • The Citizens' Jury is created • Constitution amended to incorporate public participation at Scrutiny Committees 		
Contribution to Corporate Priorities:	<ul style="list-style-type: none"> • Improve Local Democracy 			

Measuring Success (MS)	Expected Start:	Expected End:	Component Lead:	Link to Outcome
9. Monitoring and evaluation of communications	Q1 2024/25	Ongoing	Programmes and Transformation	MS1
<p>Brief Description:</p> <p>It is important the Council monitor and evaluate all campaign activities effectively to determine whether campaigns have achieved their objectives, providing clear evidence of impact and value for money.</p> <p>Utilising the Government Communication Service Evaluation Framework, the Council will develop an evaluation framework that can be used as part of its communication campaign methodology. This will provide a method to measure the success of the Council’s work and influence future communication activity.</p>				
Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:		
<ul style="list-style-type: none"> Develop evaluation framework for Council communications (Q2 2024/25) 	<ul style="list-style-type: none"> Demonstrate communication effectiveness Ongoing improvement of communication 	<ul style="list-style-type: none"> Development of evaluation framework that is adopted in campaign methodology. 		
Component Dependencies:	<ul style="list-style-type: none"> Adoption of the communication evaluation framework. 			
Contribution to Corporate Priorities:	<ul style="list-style-type: none"> Improve Local Democracy 			

Section 5. Risk Management

The table below describes a number of strategic risks, how they are to be mitigated, the likelihood of them occurring and the impact on the organisation. The quantification of the risk likelihood, impact and risk level are taken from the Council's Risk Management Strategy.

Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level
Consultation fatigue	Frequent surveys may lead to consultation fatigue	Communication and awareness of consultations across the organisations. Possible consultations to be included within the annual communications plan.	2	2	5
Strategy 'buy in'	Key members of the organisation will not 'buy in' to the strategy, meaning the intended outcomes will not be delivered.	Approval of the strategy by Cabinet will ensure senior councillors and officers are aware of the strategy. The Leader of the Council to sign off annual communications plan. Details of the strategy to be communicated in the Staff Briefing and via Manager's Forum.	2	2	5
Alignment to corporate priorities	Changing corporate priorities do not align with the strategy.	Objectives in the strategy included in corporate planning and annual communications plan linked to the Corporate Plan.	2	2	5

Section 6. Further Information

If you want to know more about this strategy or want to know more about any of the ways that you can contribute to its success, please contact us.

Alternative formats of this publication are available on request. Please contact us to discuss an appropriate format.

James Abbott
Corporate and Commercial Manager
East Staffordshire Borough Council
Burton Town Hall
King Edward Place
Burton upon Trent
DE14 2EB
Call: 01283 508244
Email: james.abbott@eaststaffsbc.gov.uk