

COMMUNICATIONS STRATEGY



IPSWICH
BOROUGH COUNCIL

“

Simply a great story, told well and truthfully, about your organisation and the place it serves. A good corporate narrative helps people understand what you stand for, why you're important and your plans for the future. Like all good stories it needs a beginning, a middle and an end.

Credit: LGA

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INTRODUCTION

We are committed to communicating effectively and efficiently with all our stakeholders, both internally and externally. To do this we need a **communication strategy**. The communication strategy provides clarity of priorities and supports our corporate narrative.

Corporate narrative: defines what you want to be known for. It helps prepare for the 'elevator pitch' – what is Ipswich Borough Council all about?

The LGA describe it as: *'Simply a great story, told well and truthfully, about your organisation and the place it serves. A good corporate narrative helps people understand what you stand for, why you're important and your plans for the future. Like all good stories it needs a beginning, a middle and an end.'*

Corporate Narrative and why should Ipswich have one?

- Unites people behind a common purpose.
- Creates a context for change.
- Helps people make sense of different strands of work.
- Inspires people and creates pride.
- Helps employees make sense of their roles in the organisation.
- Sets out the delivery you expect to see.

A strong corporate narrative will help everyone – Councillors, employees, and partners – tell the same story about the Council.

Ipswich Borough Council recognises the importance of clear, informative communication and will engage with two-way communication that provide information, advice and guidance and is designed with a key purpose - to be people centric.

Ipswich Borough Council offers a wide range of facilities and activities that support our residents, local businesses, staff, Elected Members, and partners and Ipswich Borough Council needs to be the driving force for change by offering clear messages that delivers purpose and direction.

Communication channels have changed drastically over the last few years, but the need for good communication hasn't, in fact fast pace, immediate news is now the norm. To remain relevant we must provide transparent, accessible information on the channels that people want.

STRATEGIC AMBITIONS

The Council's Corporate Strategy is focussed on the following:

1. **A thriving town centre.**
2. **Meeting the housing needs of our community**
3. **A carbon neutral council.**
4. **Promoting community wellbeing and fairness in Ipswich.**
5. **A financially sustainable council providing good quality services.**

These priorities will inform the Communications Strategy, and our approach will focus on how we support these priorities as well as focusing on four key questions for every piece of communication created and shared:

- KNOW:** What do we want stakeholders to know about Ipswich Borough Council?
- THINK** What do we want stakeholders to think about Ipswich Borough Council, and its expertise and actions?
- FEEL:** What emotional response do we expect from stakeholders - how do we want them to feel about Ipswich Borough Council?
- DO:** What action do we want stakeholders to take in response, and how do we hope to influence their behaviour?



AIMS

The aim of the Communications Strategy is to:

- 01** Create, develop, and share consistently effective communications.
- 02** Raise awareness of the council's services and achievements.
- 03** Protect and improve the reputation of the council.
- 04** Create a Place Narrative that can be shared with partners.

This strategy sets out several key changes over the next few years. In summary, these include:

- Developing two-way communications with residents and communities, to help us understand what's important to the people we support.
- Tailoring communications, which support key audiences on relevant channels.
- Creating a joined-up and consistent approach to communications.
- Promoting a Digital first approach.
- Communicating with harder to reach audiences.
- Developing an annual campaigns plan, which supports the Corporate Strategy and integrated communications.
- Developing dynamic and engaging content.
- Focussing on internal communications that support our staff and elected members to engage with the whole Council.

PRIORITIES

To achieve the key changes above, and to support the Corporate Strategy, our priorities are to:

- 01** Develop opportunities for people to engage with the Council's communications and campaigns and have a say in what's happening in their town.
- 02** Develop and create digital communication channels which meet audience needs and preferred communication channels.
- 03** Develop our own digital capacity and capability.
- 04** Improve internal communications by:
 - a. Establishing and training 'Digital Champions' who are responsible for service areas on the intranet and website.
 - b. Developing the All-Staff News and provide more engaging content.
 - i. Collecting data that supports future content/engagement.
 - ii. Improving contributions to create more meaningful content.
 - iii. Establishing private Ipswich Borough Council social media pages which allow for sharing of information and collect feedback from staff.
 - c. Improving the Intranet content to be more engaging and informative, and for the Intranet to become the "go to" place for internal information.



HOW THE STRATEGY WILL BE DELIVERED

Overall responsibility for the successful execution of the agreed communication strategy will be the responsibility of the Communications Team but would require support from the Corporate Management Team (CMT), the Chief Executive and Council Leader in implementing a new way of working.



COMMUNICATION FUNCTION

Overall responsibility for the successful execution of the agreed communication strategy will be the responsibility of the Communications Team but would require support from the Corporate Management Team (CMT), the Chief Executive and Council Leader to implement new ways of working.

The communications team supports a variety of services via several mechanisms:

- Press Officer mailbox
- Communications mailbox
- All-Staff News mailbox
- Web editor mailbox
- Intranet mailbox
- Direct requests to the team

To support the streamlining of the workflow the communications resource will be accessed via an online briefing document (Appendix A), which will be submitted via the Intranet. The Briefing Document will provide details on the activity, objectives, target audience and budget. Requests will be reviewed by the communications team, who will evaluate the brief and determine the effectiveness and approach; on receipt of the briefing document a communications plan will be developed which outlines deliverables, expectations, and targets. With simple requests, the response will be a clarification of action.

This will remove the Web editor and Intranet mailboxes, leaving the Press, Communications and All Staff news mailboxes.

There will always be room for ad hoc/unplanned work, but the expectation is that once the process is in place and understood unplanned work will become a rarity.



AUDIENCES

Audiences are individuals, groups, organisations that can be affected by the actions and policies of Ipswich Borough Council. With a variety of needs and objectives these groups will have influence over the success of the Council's campaigns and messages and will need to be part of the process.

Below are several the council's stakeholders, listed according to their likely interest and influence:

Key Players	Keep Informed	Monitor
Ipswich residents / tenants	Suffolk County Council	Tourist/Visitors
Elected Members	Community groups	Department for Levelling Up. Housing and Communities
Service users	Local businesses	Pressure groups
Employees	Ipswich/Suffolk MPs	Wider public
Local & regional media	Partner organisations	National/international businesses
National media	Think tanks	Trade Unions
National media	Neighbouring councils	
	Towns Deal / Vision Board	

The Council's communication will focus on identifying key channels for Council messages, recognising the requirement to be flexible and agile to meet the changing needs of our audiences. We will also put inclusivity first, which will include:

- How do we reach non-English reading members of our community.
- Are we reaching the right people at the right time.
- How are we reaching those with learning difficulties.
- How are we reaching those with neurodiversity's.

We will also continuously monitor our stakeholder list to ensure we are current and responsive.

NARRATIVE

The Corporate Strategy will form the basis of our communication strategy, with key messaging and initiatives supporting the strategic ambitions and objectives. Below are examples of top-line messages that can be used for each priority.

Corporate Priorities	Objectives	Narrative
A thriving town centre	<ul style="list-style-type: none">Revitalising our town centreActive safer streets projectsEnhance the public realmDevelop a new aquatics centre - Get Ipswich ActiveRedevelopment of the waterfrontReview our planning and licensing to support retailersProvide subsidies to support public transport in the townProud of Ipswich	<p>Ipswich Borough Council is committed to revitalising our town. We will work with partners to deliver a programme of events that entertains visitors, gives residents and tourists a reason to visit, and improves the town centre economy.</p> <p>By supporting retailers, we will make being part of the Ipswich retail offer easier, to attract new businesses.</p> <p>Our ambitious regeneration programme will see our facilities upgraded to support greater numbers and improved experiences.</p>
Meeting the housing needs of our community	<ul style="list-style-type: none">Build new affordable housing to a high standard for the people of IpswichDevelop partnerships and source funding to turn brownfield land into homes for IpswichWork with developers to make sure that they deliver affordable housing for rent and purchase in new developmentsInvest in our housing stock to improve quality and standardsComplete internal stock condition surveys across all council homes to ensure proactive maintenance and repairs, creating better living conditions for tenants and saving money by taking early action on problemsExplore whether we can expand our Lettings Experience Team offer to support private landlords and prospective tenants who struggle with costs	<p>Ipswich Borough Council is proud to be building new homes, whilst committing to environmental sustainability and investing in our housing to support the people of Ipswich.</p> <p>We know that Ipswich has a great deal to offer and will be a destination of choice for people to live and work here.</p> <p>To ensure the housing in Ipswich is excellent we will explore a private landlord accreditation or licensing scheme to improve the quality of private rented homes.</p>
A carbon neutral council	<ul style="list-style-type: none">Work in partnership to deliver our air quality action plan to improve air quality and lessen the negative social, environmental and economic impacts caused by exposure to poor quality airDevelop a 'carbon neutral by design' ethos where everything that is proposed or implemented across the organisation considers how it can be carbon neutral or contribute to reducing carbonBuy sustainable energy for council servicesWork with our suppliers to reduce their carbon impactEncourage tenants to save money and energy through the provision of low-cost energy saving devices such as energy lightbulbs, water butts and reduced flow restrictors	<p>Ipswich Borough Council will work with partners, developers, and businesses to support carbon neutrality across Ipswich.</p> <p>Ipswich Borough Council will lobby for a meaningful increase in sustainable transport options to make sustainable transport the easy choice for short and long journeys.</p> <p>Support communities, businesses, and residents to reduce carbon emissions, helping them to gain the benefits of reducing energy costs and to adapt to the impact of climate change.</p>

Promoting community wellbeing and fairness in Ipswich	<ul style="list-style-type: none">Remove the need for the lowest earners to pay Council TaxMake sure that council grant funding is targeted to organisations working with those affected by the cost-of-living crisis, as well as being targeted towards health improvement and vulnerable residentsEnsure that the benefits we administer (Council Tax Reduction and Housing) are processed quickly to support households in IpswichProcess Discretionary Housing Payments quickly, making sure people in crisis can stay in their own homesProvide services to the most vulnerable, including those who are homeless or at risk of homelessness, which are simple and easy to access, ensuring people can be referred to other services when they need more helpDeliver a range of positive events to support residents' mental and physical wellbeingOpen up some of our buildings and facilities as "warm banks" during the winter to provide a safe and welcoming space where residents can get help and adviceContinue to offer low-cost showers for those who need themSupport children and young people during the school holidays through the Summer Holiday I-Card, Holiday Activities and Food Programme	<p>Ipswich Borough Council is committed to supporting those in need by promoting advice services which provide debt and money advice to residents.</p> <p>The Council is working with partners to improve health inequalities in the borough, investing in offering free facilities and activities for the people of Ipswich.</p> <p>Ipswich Borough Council is working to support those in need, which includes removing the need for the lowest earners to pay Council Tax and by making sure that council grant funding is targeted to organisations working with those affected by the cost-of-living crisis.</p> <p>The Council will support organisations and activities targeted towards health improvement and vulnerable residents.</p>
A financially sustainable council providing good quality services	<ul style="list-style-type: none">Run an efficient and effective council, keeping council tax rises to a minimum, and making sure all our services put residents firstReorganise the council around the needs of our residents, streamlining customer journeys so that it requires as little effort as possible from residents to get what they needMake sure that there is effective enforcement of anti-social behaviour such as littering and illegal parking, and that the fines that are issued pay for the cost of enforcementSeek sponsorship and crowd funding to support community-based eventsReview all our fees & charges to make sure all services provided are good and sustainableInvest in our sports centres and facilities to ensure they meet Ipswich's needs and are more financially stableInvestigate the opportunity to provide trade and handy person services to the residents of Ipswich	<p>Ipswich Borough Council is determined to be a financially sustainable council. We will organise ourselves to be efficient and effective in everything we do and to manage our finances well.</p>

COMMUNICATION FOCUS

Digital technology and communication channels are changing how people consume and engage with information; to meet the changing needs it's important that the Council's communication evolves and develops with new messaging, tone of voice and style, whilst enhancing our existing communication channels to ensure the widest reach.

To focus the Communications Team on supporting the Corporate Strategy the function priorities will include:

Media Outlets/Press

With technology and open source becoming more common place the Communications Team will play a vital role in steering the media messages and driving content.

Many media outlets have moved away from the traditional printed newspaper, to be focused on a digital first approach, which has driven a change in the behaviour of journalists, with journalists becoming more desk bound and finding information that is online and generating a story with minimal research, this supports the media's need to generate lots of information quickly.

To support the Council in steering the communication narrative we will incorporate a digital newsroom approach to our communications function. This will remove the one-size fits all press releases and will emphasise developing tailored content which can be distributed through the most impactful communication channel, which can include press releases, social media, and newsletters. The aim is to drive the narrative, break our own news, whilst increasing reach, providing on-demand information, and retaining relevance.

To provide a digital first approach we will need to work to establish integration and cross-channel thinking.



Proactive Media

To support the Council in leading the media message, the Communications Team will work closely with the Heads of Service to generate annual and proactive communications. This will help generate positive news, steer the narrative and work with media outlets to provide relevant content.

This process will include:

- Heads of Service sharing information with the communications team at the earliest possible opportunity.
- Generating annual/seasonal plans to meet service needs.
- Creating stories using video footage, photos, relevant interviews, and imagery.
- Proactively creating good news stories, with distribution across relevant channels.
- Share clear processes for accessing communications support.
- Deliver knowledge sharing sessions for the SMG to highlight the importance of communicating potential stories (negative and positive).
- Training on Tone of Voice, Brand Identity and Media Training

Our aim is to:

- Communicate and promote the Council's events, achievements, details of service delivery, policy developments etc to residents and other key stakeholders, through a variety of communication channels.
- Work with media outlets to provide information, comments, imagery to best support the Council's narrative.
- Protect the Council's reputation by providing honest information and responding promptly to damaging content.
- Maximise digital/rich content (website, social media, video etc) to reach the widest possible audience, with the most relevant content.

Crisis and Emergency Communications

The definition of emergency communications is a significant threat to the operations of an organisations which can include public safety, financial loss, and reputation losses. To support this process the communications function will provide a detailed Crisis Communications plan which provide support for dealing with media enquiries and stakeholder messaging.



The Communications Team will provide out of hours cover for emergency situations, and will provide resource to:

Deal with any media enquiries.

- Provide regular communication that highlights that public safety is our priority.
- Work with partners and lead responders to ensure messages are directed to the right people on the relevant channels.
- Swiftly disseminate appropriate information to both the media and residents.
- Answer queries in an open, honest, and transparent manner.
- Utilise internal communication channels to keep staff, councillors, and partners up to date and informed.

Digital Communications

Social Media - 'The 2016 Sprout Social Index: 90% of surveyed consumers have used social media in some way to communicate with an organisation, with over a third saying they preferred social media to traditional channels like phone and email.'

Although this data is 7 years old, additional statistics suggests this trend will only increase.

Social Media trends (2021)

68% of consumers agree that social media enables them to interact with brands and companies

78% of consumers are willing to buy from a company after having a positive experience with them on social

80% of business executives think it's very important or essential to invest additional resources in social media marketing

72% of companies use social media data to inform business decisions

The Digital First approach will ensure we are seeking two-way communication which engages residents, offers efficiencies within customers service, creates opportunities to reach harder to reach audiences via community group sites, and support a more cost-effective channel shift.

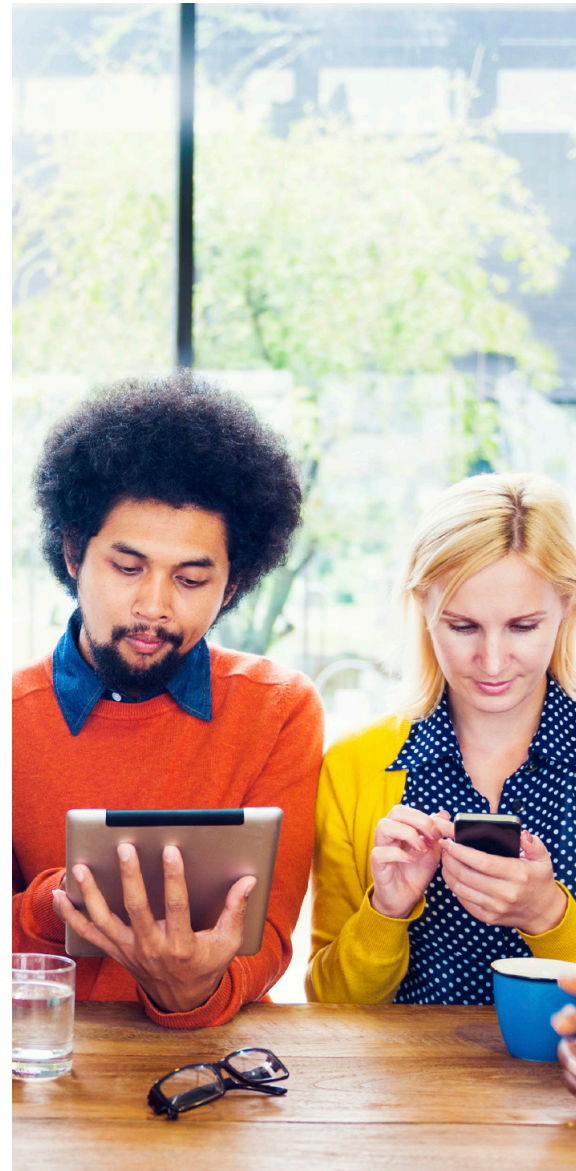
To support an online approach social media will play a greater strategic role, ensuring each audience and channel are researched, planned, measured, and evaluated. Social media will become a primary channel for communications.

Using social media, Ipswich Borough Council will encourage two-way communications with our audiences, provide opportunities for people to engage with initiatives, ask questions, and the Council will also use digital channels to deliver leading news.

By becoming more strategic across our digital channels we will develop clear objectives for campaigns and messaging which will increase engagement and reach, promote our services, attract more followers, and deliver meaningful engagement.

Using digital engagement, the Council will also grow and develop audiences to increase reach and sign-up for Tenant Times, Ipswich Direct, and Online Portal use.

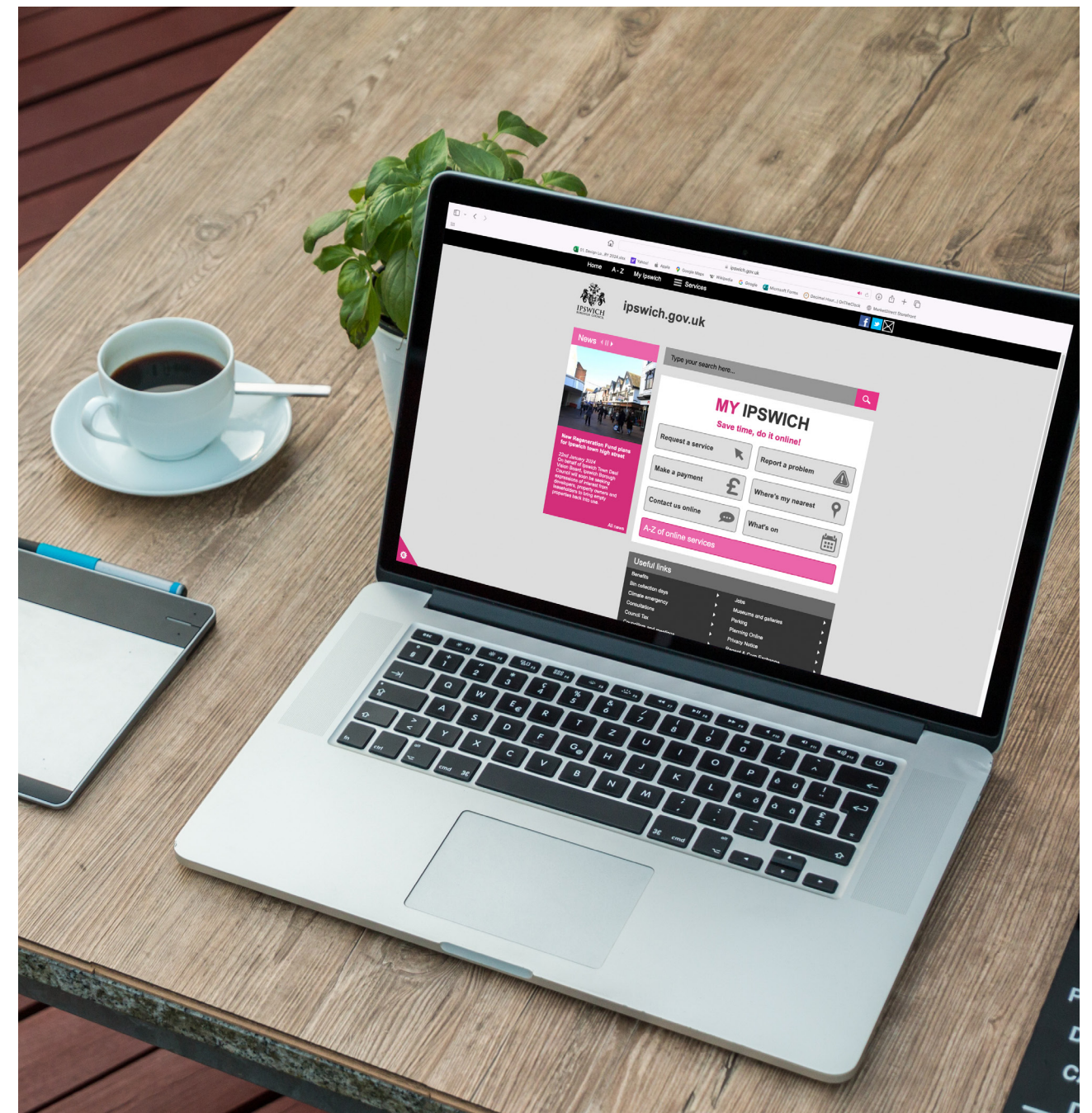
The Communication Team will hold responsibility for managing the use of social media channels, which includes the strategic direction and development of social media channels as well as the day-to-day responsibility. However, responding to customer service-related enquiries would be dealt with by the Customer Services Team.



Website

Work has begun on a project to replace the current council website. The corporate website needs to offer more flexibility, improve self-serve functionality, better navigation, and improved information sharing via the website with dynamic content.

- A focus for the Communications Team will be to:
- To support with content creation, tone of voice, style, and useability.
- Ensure website tracking is part of the new build and use data insight to support development of the site and content generation.
- Monitoring the site, after build, to ensure consistency, relevance, and accuracy.



Project Management, Communications

The Communications Team will manage Ipswich Borough Council projects and campaigns. *These exclude the brands managed by the Ipserv Marketing Team (Ipswich Fit, Cemeteries and Crematoriums, Wastesaver, Ipserv, Handford Homes, Regent Theatre and Corn Exchange, Ipswich Venues, Entertains, Ipswich Museum, and HEARS).

Responsibilities will include working closely with service areas to develop plans which incorporate the strategic priorities and have better planning, partnership development, and are linked to specific targets.

To support greater integration the team will provide a full, and integrated communication service which focuses on strategic priorities. This will include development of campaigns against specific aims, objectives and outcomes, a targeted approach, and with key audiences identified at the outset.

Communication plans will be produced to provide greater clarity of project deliverables with an aim to:

- Work to agreed budgets and resource to ensure campaign outcomes are met and achieve real change.
- Ensure value for money, creating campaigns that have the greatest impact and reach.
- Build in measurements and evaluation to the process to ensure success is achieved, or insight gathered for future campaigns.
- Build ambitious campaigns to match the Councils ambitious plans.

To support the team and ensure campaign success, service areas must:

- Link to strategic priorities, and know the objectives of their campaign, and understand what success looks like.
- Have approval for resource and budget from the relevant CMT member.
- Complete a Communications Brief with sufficient detail to support success.
- Follow the advice and guidance provided by the Communications Team regarding communication activities.

*Brands that sit within Ipserv, will work closely with the Communications function to ensure consistency across the services.



Corporate Publications

Ipswich Borough Council currently reaches 50,000 residents via the Ipswich Direct newsletter, which is produced monthly.

To better support the content development, engagement levels and readership of the publication this publication will be produced six times a year – every two months.

The publication will go through a transformation process where the format, distribution channel and style will be reviewed. The aim is to produce a publication that is in high demand, with relevant content that supports our residents and offers valued information. Ipswich Direct will be a source of information, news, and service delivery plans.

Ipswich Direct will also become accessible to partners, as a source to share joint messaging and amplify the place narrative. We will seek contributions and involvement from a range of partners to ensure that the people of Ipswich are receiving good quality information. Partners will include Ipswich Central, University of Suffolk, Suffolk County Council, Suffolk Chamber of Commerce, ITFC, and East Anglia LEP.

The Communications Team will work to develop this channel to increase engagement and reach, the team will also research the potential to create advertising opportunities within the publications which could contribute an income.



Brand Management

Ipswich Borough Council has an opportunity to use this new Corporate Strategy period to create a brand identity which is progressive and relevant to the community.

To support the ambitious plans, it's important for the Council to be an innovative organisation that is keeping pace with the changes in consumer behaviours. To support this, we will include a brand evolution process to help develop a brand identity that builds on the history.

To enhance the brand identity the Communications team will:

- Develop an Ipswich Borough Council tactical Place Narrative, this will work in partnership with local key stakeholders to support a consistent message throughout Ipswich.
- Visual identity will be improved to better present what's on offer in Ipswich, as well as progressive communication channels.
- Working with the Ipserv Design and Print team to create a Brand Guardianship, to ensure that quality of materials meets the expectations and brand guidelines.
- Create a suite of materials that can be accessed by internal teams to ensure our visual identity is protected

To embed an improved brand identity, it is essential that all our communications follow the brand guidelines; poor branding can take away from good messaging by creating confusion, mixed messages and can result in messages not being associated to the Council due to inconsistent branding.

To ensure that all staff understand the importance, brand guidelines will be developed which shares details on how the brand should be used.

The Communications Team will be responsible for managing all aspects of the Ipswich Borough Council brands.

We aim to:

- Present a strong brand identity, across all communication materials and channels.
- Provide consistency across the organisation, as well as with key stakeholders.
- Ensure that all parts of the organisation are aware of the brand guidelines and expectations.
- Act as Brand Guardians to ensure quality assurance across the council.

Internal Communications

The council's approach to internal communications has suffered from a lack of ownership, currently the only all staff communications is a weekly email, which links to the Intranet. The platform for sharing this email doesn't provide any insights or readership details, or an opportunity to staff to feedback on the quality of content.

To support better internal communications the Communications Team will develop a calendar of content, which will link to the Corporate Strategic Priorities and will promote activities to increase staff engagement.

To enhance the content on the intranet, Digital Champions, will be identified within each of the Council's service areas. These will be people that have been identified as knowledgeable and trusted and will be responsible for the content on Service area pages, and the maintenance of those pages i.e., updating/removing irrelevant information.

Training will be provided to support this development and support will be available for those individuals to ensure high quality material is used.

In addition to the lack of an internal communication structure for staff, there is also no process for communicating with councillors on a regular basis.

To support improved communications, we aim to:

- Develop an email communication platform which provides engagement monitoring, and as a result, this insight will be used to create content which is relevant and timely.
- Develop a monthly Councillors newsletter which provides information on initiatives, campaigns, and activity to support knowledge sharing and encourage information sharing to widen reach.
- Create staff engagement, establishing effective internal communications.
- Encourage two-way flow of communication in an open and transparent way.

Monitoring & Evaluating

It is currently difficult to evaluate the success of communications, internal and external. To help shape Ipswich Borough Council's communications the team will incorporate evaluation methods into campaigns, digital platforms and newsletters and will use this insight to continuously develop and improve content.

The Council's social media accounts, websites, microsites all provide metrics, which to date have not been used beyond a collection of data, this information will now be used to shape what we do.

To raise awareness and improve the effectiveness of the Communications function we will develop and encourage feedback via:

- Councillor survey on communication.
- Staff satisfaction survey on communication.
- Survey of local media.
- Online and social media polls to evaluate impact.

CONCLUSION

The implementation of this strategy will support Ipswich Borough Council in improving communications, increase engagement across multiple audiences, and will provide messaging that allows people that live, work, and visit Ipswich to be 'Proud of Ipswich'. The below schedule highlights the activity and order of priority:

Communication Action Plan

Timescale	Area of work	Activity	Priority (1 highest, 4 lowest)
2024	Digital capability	Communications Brief to be accessible as an online form via the intranet	1
	Digital capability	Establishing and training 'Digital Champions' who are responsible for service areas on the intranet and website.	1
	Channel envelopment	Develop and create digital communication channels which meet audience needs and preferred communication channels.	1
	Integrated Comms	Create scheduled communications and engagement activities which are consistent and maximise our resources and reach.	1
	Internal Comms	Developing the All-Staff News to provide more engaging content. 1. Collect data that supports future content/engagement. 2. Improve contributions to create more meaningful content. 3. Establish private Ipswich Borough Council social media pages which allow for sharing of information and collect feedback from staff. 4. Develop distribution platforms to improve monitoring and insight generation.	2
	Audience envelopment	Review communication publications to improve delivery, insight generation, brand, and content	2
	Brand identity	Communications Training 1. Tone of Voice 2. Brand 3. Media training	2
	Evaluation	Development surveys to support information gathering and feedback from communication service users	2
	Comms processes	Review how emergency/crisis communications will operate within the council and produce supporting documentation	2
	Processes	Create briefing documents to support services in access Communications, monitoring outcomes, effectiveness of campaigns	3
	Comms processes	Create a process whereby service leads and relevant managers can, on an on-going basis, inform the team of good news stories and alert to any negative issues	3

2024/5	Digital presence	New website development and delivery	1
	Media relations	Improve media relations to support positive coverage and reach. 1. Provide more dynamic content 2. Interviews	2
	Digital first	Develop and produce a Digital Communications Plan to set the objectives, direction, activity and overall strategic management for digital media, to help us achieve our communication and engagement outcomes	2
	Branding	Develop a suite of branding materials to be used across Ipswich Borough Council i.e., presentation deck, information sheets, info graphics etc	3
	Comms Processes	Review and update the Council's media protocols to reflect the proposed increased use of social media.	1
	Comms Processes	Development communications partnerships with key stakeholders to establish the Place Narrative and amplify messaging when possible	2
2025	Media outlets	Develop a wider network of media outlets to pro-actively promote the councils messaging	3
	Comms processes	Update the Communication section of the Intranet to provide guidance, clarity, and tools to access support	3
	Comms Processes	Develop KPIs for the media/social media function and undertake regular evaluation against them.	3
	Income generation	Research how advertising income can be generated via Ipswich Direct	4
	Comms Processes	Programme of meetings with SMG members to emphasise the importance/capabilities of the communications function, and build upon relationships in seeking out good news stories	2
	Comms Processes	Ensure the team is trained in crisis and emergency communications.	2
	Digital first	Review of the Council's social media accounts. Remove/ introduce accounts which offer reach.	2
	Digital first	Review services or activities where successful social media accounts could be developed. Share best practice between successful accounts and failing ones.	3
	Audience envelopment	Produce a resident's survey to gather views on what information residents would like to receive from the council and how.	3
	Comms Processes	Investigate a suitable platform for internally managed newsletter production and distribution.	2
2025/6	Brand support	Project delivery for key projects: 1. Town Deal 2. Economic Development 3. Corporate Strategy	2
2026	Digital first	Review internal processes for development, change or removal	3
	Digital first	New platforms/ways to create news stories with great appeal. Introduce live filming via social media. Support staff with training for new digital skills.	3



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