

Communications Strategy 2024-26



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1. Introduction

One of our corporate objectives is to ensure that People in Conwy are informed, included and listened to and can actively contribute to a community where their background and identity are valued and respected. This strategy sets out in detail how we will engage with the communities in Conwy to communicate our plans and objectives.

- 1.1. To show how we communicate and listen to people in line with Outcome 8 of our Corporate Plan (2022-27)

“Outcome 8: People in Conwy are respected, informed, listened to, and involved in community life”

2. Objectives

- 2.1. The overall objective for this strategy is:

“To build trust and understanding among the residents of Conwy as we develop our dual role as both the enablers and providers of services”.

The objectives of this strategy are:

- a) Strengthen, develop and maintain opportunities for local people and groups to influence policy, service delivery, and what happens in their communities.
- b) Build upon the reputation of Conwy County Borough Council by putting our corporate values at the heart of all we do and delivering within a consistent brand framework.
- c) Develop a planned structure for all engagement and communications with a clear hierarchy of strategic messages that link directly to our Corporate Plan’s vision and outcomes.
- d) Deliver co-ordinated, proactive, positive communications around the priority strategic messages.
- e) Build organisational confidence and competence in managing engagement and communication proactively and effectively.
- f) Work with communities to help them understand how Conwy County Borough Council is funded and what services are provided.
- g) To help us achieve our objectives in the Corporate Plan (2022-27).



Executive Summary

3. Strategy Executive Summary

3.1. Good communication between Conwy County Borough Council and our communities is essential to helping us achieve our goals.

3.2. Our Approach

Our approach will be:

Consistent	We have developed clear and consistent messaging that can be shared across multiple channels. All messaging will tie back to a specific Corporate Plan Objective.
Planned	Where possible we will plan ahead for our communications.
Proactive	We will aim to engage and inform our communities as early as possible. We will aim to react to unplanned matters quickly.
Authentic	We will aim to use real people in our communications wherever possible. Warm, authentic people are far more effective than an anonymous “spokesperson”.
Accessible to all	We will aim to use communication techniques that meet the needs of the individuals in our communities. We will aim to meet the seven principles laid out in our Public Participation Strategy (see point 6.9 for further details).
Cymraeg/Welsh in our Communities	We’re passionate about supporting and encouraging people to use their Cymraeg through our communications. We want to promote and celebrate the use of Cymraeg in our communities and encourage communities to join us on the journey to a million Cymraeg speakers by 2050 and become one in a million.
Cymraeg/Welsh in our Workplace	Cymraeg is part of who we are. It’s our language and belongs to us all. It is part of our history, our heritage and our culture. We are the largest employer in the county and we want to lead by example and show how organisations can use Welsh in the workplace.
Hearing or Sight Loss Accessibility	We are also committed to enabling members of our community with Hearing or Sight Loss to engage with the Council.
Inclusive	Our community within Conwy has a deep and diverse cultural heritage. It is important that we highlight and uncover untold stories and celebrate our success as a community.
Responsive	We will aim to respond as quickly and accurately as we can where possible, giving accurate and informed updates.

3.3. Tone of Voice

The way we speak to people is important. We approach language in a range of different ways and if everyone uses their own style, then our voice as Conwy County Borough Council won't be consistent and can be confusing. We have included section in this strategy to help us create a consistent tone of voice:

Confident	We are reliable and know what we're talking about.
Approachable	We are happy to help and people-focussed; we will use straight forward language that everyone can understand.
Open	We are honest and inclusive regardless of whether it is good or bad news.
Positive	We are forward thinking and positive about the opportunities we have in Conwy.
Empathetic	We empathise with the issues our communities are facing and work hard to try to understand them.
Clear	We work hard to talk in a way that is easy to understand and try to avoid using 'jargon' where we can. Here's a handy writing guide

3.4. Communication Channels

The Communication Channels available to us as a council are wide and varied. We need to be clear what role each of our channels plays and what messaging works well using it

Face to Face	<p>Coed Pella, Colwyn Bay offers simpler access to services and helps us join them up to improve people's experiences. There are a range of private meeting rooms and waiting areas with public access computers and telephones, supported by a staffed reception desk to provide assistance.</p> <p>We aim to extend this joined-up experience to rural and coastal communities throughout the county by developing our Libraries as Community Hubs. These will become primary points of contact for residents.</p> <p>Appointments can be booked with service specific officers when necessary.</p>
Telephone	<p>We promote one number for all General Enquiries. The aim is that most enquiries should get answered straight away via this number.</p> <p>Where specialist assistance is required, they will be put through to the right team/officer. Service-specific contact centres will still be present providing direct access to specialist teams within services such as Environment Roads and Facilities or the Single Point of Access. Booked appointments can be arranged with officers when necessary on a case by case basis.</p>
Social Media	<p>Delivering relevant, interesting, and engaging content to our communities in both Welsh and English. All platforms will be updated regularly with content that reflects Conwy County Borough Council's Brand and Values and in line with the Conwy County Borough Council social media policy.</p>
Website	<p>The corporate website is the main point of contact for a large proportion of our community. It is vital it is kept up to date with information relevant to our communities.</p>

Press/PR	We need to communicate effectively through the media and encourage public engagement by promoting the work of the Council in clear, timely and easy to understand language.
Internal Communications	One of our most effective communication channels is our own staff and Elected Members as the democratically elected voice of their community. We have 4,500 people who are working for Conwy County Borough Council, they can help their communities understand what we're doing, if we brief them effectively.
Elected Members	Should engage and actively listen to the public through various channels. They should communicate openly and honestly about their decisions, actions, and policies - this includes during their time in the chamber when they speak in Council or as part of any committees. They should use a range of communication methods, such as bi-lingual materials, accessible formats for individuals with disabilities, and targeted outreach efforts to underrepresented groups. Elected members should be kept informed by Officers about issues that affect their ward to help them. This must happen in a timely manner.

3.5. Resources for Delivery

There are a lots of resources and tools that can be used. The focus here is how we can do things differently, rather than reinvent the wheel.

People	Every service and every member of staff needs to engage with this strategy. We can all follow the principles of this strategy and use it as part of our daily work.
Communications Tools	We have a lot of tools available to but it is important that we use a multi-channel approach and understand that it's not a one size fits all solution. We need to tailor our approach depending on the audience and the message.
Evaluation	We need to regularly look at what we do and think 'How could improve?' embrace and share good practice and evaluate and put lessons learned into action.

Full strategy

4. Our Corporate Plan 2022 - 2027

- 4.1. We have a Council-wide plan that sets out our ambitions to make a difference for the People of Conwy over the next five years, in order to meet our long term citizen outcomes.
- 4.2. There are challenges ahead but we will continue to put our communities at the heart of everything we do. We will therefore review the Corporate Plan each year to include what our communities have told us.

This plan focuses on 9 areas:

1. The environment
2. Growth and the economy
3. Education and skills
4. Housing
5. Safety
6. Health
7. Thriving Welsh language
8. Respecting and listening to people
9. Resilience for the future



5. Our Vision



- 5.1. We are working in a changing and demanding environment. Our vision is to be progressive in managing change and to use it to create opportunities, to safeguard what we have, and to build on this to accommodate change. This vision is a shared endeavour.

6. Our Approach

- 6.1. One of our greatest assets is our reputation. This is built on trust, and a Council which has the trust and understanding of its residents can achieve so much more. We can shape our reputation by deciding what we want to be known for. This comes from having clarity of purpose expressed concisely and delivered consistently with integrity.
- 6.2. Effective engagement and communication is fundamental to everything we do. It's not enough to do the right thing; we need to communicate both 'why' and 'how' we're doing things to earn our communities' trust.
- 6.3. To build trust and understanding we must engage our communities in our decision making but also simplify our communication around urgent information.
- 6.4. To achieve the objectives set out in this strategy, Conwy County Borough Council's communications need to be:

6.5. Consistent

Conwy County Borough Council is confident about what we want to be known for and have developed clear, consistent messaging that can be shared across many different channels. This messaging will be apparent through everything we say and tie back to a specific objective in the Corporate Plan 2022-27. We aim to:

- Include project and service-specific communication plans that link back to core strategic messages.
- Help Officers and Members familiarise themselves with messaging and ensure all 'spokespeople' are confident about our message.
- Provide up to date writing and style guides for all staff.
- Make branded templates available for all staff to use for public facing documents and promotional materials.
- Ensure all marketing throughout the Council follows the core Council visual identity that forms part of the brand guidelines.

6.6. Planned

A large proportion of what we need to communicate as a Council is known in advance. This means we need to embed our engagement and communication planning in everything we do. We aim to:

- a) have a communications plan in place for every significant project, service change and new initiative that focuses on the key messages
- b) have an engagement programme in place to show how we involve our communities from the very start
- c) identify important upcoming decisions and work to prepare communications ahead of time.

6.7. Proactive

Conwy County Borough Council is committed to engage with and inform our community as early as possible; however, being proactive isn't only about news that we know about in advance. It's about reacting quickly to unplanned matters helping us to build confidence among our communities. We aim to:

- a) consult and engage communities in advance and communicate about issues as early as possible
- b) provide all relevant senior staff and Members with media training and mentoring
- c) prepare communications in advance
- d) build and foster relationships with key media contacts and influencers

6.8. Authentic

Authenticity when communicating with our communities is key. Residents want to hear from real people who are making decisions and delivering the services they rely on. A warm, authentic person sharing a message confidently and clearly gets the message across much more effectively than an anonymous 'Council spokesperson' or a corporate statement. We aim to:

- a) Use real people in our communication wherever possible
- b) Encourage our staff to become Council ambassadors within their communities
- c) Create interesting and meaningful messaging
- d) Use real people from diverse backgrounds in our imagery

6.9. Accessible to all

It's important that we're able to use communication channels that meet the needs of individuals and communities. Our [Public Participation Strategy](#) lists seven principles that show we're committed to connecting in a way that's easy for everyone to join in:

- a) **Accessible and inclusive** - all people within our community have the choice and opportunity to get involved
- b) **Clear and professional** - establishing trust, reliability, and credibility
- c) **Targeted** - the right people get the right information to be involved
- d) **Open, honest, and transparent** – having a clear purpose and that we are honest about any limitations
- e) **Timely and relevant** - giving people enough time and notice to get involved
- f) **Sustainable** - to ensure on-going mutually beneficial relationships.
- g) **Two-way** - we will have a conversation. Listening, not just talking.

6.10. Cymraeg (Welsh) in our communities

We are proud of our Welsh culture and proud of Conwy being a bilingual Council. We're passionate about supporting and encouraging people to use their Cymraeg through our communications. We want to promote and celebrate the use of Cymraeg in our communities regardless of whatever level of Cymraeg a person has. We want encourage communities to join us on the journey to a million Cymraeg speakers by 2050 and become one in a million.

- a) Aim to offer to access to services in the Welsh language wherever possible.
- b) Use Welsh where appropriate without the English translation (eg. Caffi or Teleffôn /ffôn).
- c) Offer a bilingual communication channel options in all forms of digital communication.
- d) Regularly review our Welsh usage to ensure we are meeting our commitments outlined in our [Welsh Language Policy](#)

6.11. Cymraeg in our workplace

Cymraeg is part of who we are. It's our language and belongs to us all. It is part of our history, our heritage and our culture. In a time where we all face many challenges, celebrating and encouraging our 'Welsh Language voice' (ein Llais Cymraeg) can bring us together. We want everyone to join us, no matter how much Welsh you know, wherever you come from and wherever you live now in the county of Conwy. We are the largest employer in the county and we want to lead by example and show how organisations can use Welsh in the workplace. We aim to:

- a) Increase the amount of Welsh spoken in the workplace - all Conwy staff will be supported to gain level 1 courtesy-level Welsh – pronunciation of place-names and basic greetings
- b) Recommend the use of Welsh place, street and building names in both Welsh and English versions of official documents, publications and signage.
- c) Provide Welsh language learning and skills training to staff during working hours or signpost to evening learning depending on preference.
- d) Encourage learners' confidence through Sgwrsio and Panad sessions, cultural events, a mentoring scheme and support from first language speakers.
- e) Normalise the use of Welsh in the workplace through office signage and artwork, easy wins such as starting meetings in Welsh and including promoting Welsh language as part of managers' objectives.
- f) Use IT to provide Cysgliad and Welsh spellchecker on all staff computers, provide Welsh MS Office interface on request, and changing all e-mail addresses to end with llyw.cymru.
- g) Use some easily understandable Welsh language in the Council's English Social media stream

6.12. Hearing or Sight Loss Accessibility

We are also committed to enabling members of our community with Hearing or Sight Loss to engage with the Council. We aim to:

- a) Regularly review our accessibility arrangements
- b) Raise awareness of the needs of people with a hearing or sight loss
- c) Regularly review what information we have in an accessible format and our interpretation provision within our budget constraints
- d) Remove barriers to digital content (web content, mobile apps or documents) so that everyone has fair and equal access

6.13. Inclusive

Our community in Conwy has a deep and diverse cultural heritage. It is important that we highlight and uncover all of the untold stories and celebrate our success as a community. We aim to:

- a) Demonstrate the depth of our cultural diversity by using social media content and other communication methods to uncover and share untold stories that accurately reflect our community
- b) Ensure our social media content and advertising materials are anti-discriminatory, while avoiding cultural stereotyping and appropriation
- c) Seek out the diverse range of groups and individuals who reflect our diverse cultural heritage to highlight and celebrate their successes

6.14. Responsive

We will aim to respond as quickly and accurately as we can where possible, giving accurate and informed updates. We aim to:

- a) Respond quickly and accurately to enquiries from the residents of Conwy County and beyond
- b) Adapt swiftly to changing circumstances, whether they are social, economic, or environmental
- c) Address emerging issues and challenges
- d) Actively listen to feedback and address any issues

7. Our Voice

7.1. Whether it's how we answer the phone, speak to someone on the street, or through social media, the way we speak to people is important. We all have a personality that comes through when we express ourselves. We approach language in a range of different ways and if everyone uses their own style, then our voice as Conwy County Borough Council won't be consistent.

7.2. A consistent style of voice makes it easier for our residents to recognise us. It shows them our personality and values even if we can't meet them face to face.

Our voice should be:

7.3. Confident

- a) We're reliable and confident in our understanding and knowledge.
- b) People can trust us to behave well, work hard, and be transparent and honest. If we sound unsure, inconsistent or like we're hiding information then people won't trust our services.
- c) Where possible or appropriate, we respond to people's needs.

7.4. Approachable

- a) We are people-focused which means we respond to people's needs as well as understanding their wants and expectations.
- b) We treat everyone fairly.
- c) We use straight forward language that everyone can understand.
- d) The way we communicate needs to connect.
- e) It helps people find the information they need and shows that we're happy to help.

7.5. Open

- a) We are honest and inclusive.
- b) Even when we make tough decisions, the way we communicate must help us work together with the community.
- c) We will listen to our community's views and help them to get support they need.

7.6. Positive

- a) We're forward thinking.
- b) We believe learning is ongoing and that research can bring new and inspiring ways of working.
- c) We want to work with communities to bring out the best in them, both in our businesses and our surroundings.
- d) The way we communicate needs to inspire and be positive about the opportunities we have.

7.7. Empathetic

- a) We empathise with our communities issues.
- b) We work hard to try to understand the issues our communities are facing.
- c) How we communicate needs to connect with our communities emotionally.

7.8. Clear

- a) We work hard to talk in a way that is easy to understand.
- b) It is best to try to avoid using technical when we can 'jargon' or 'Council speak'. Just because it makes sense to a Council employee doesn't mean it will make sense to someone in the wider community.
- c) We've created a [handy writing guide](#) for our employees to help.

7.9. Of course there are different times and platforms where slightly different approaches are needed. Sometimes language needs to be more formal, and sometimes a more relaxed approach is the right way to go. We have created a Writing Guide to give you some pointers on how to approach different situations - Please follow [this link](#)

8. Our Communications Channels

- 8.1. Communication in a large organisation like Conwy County Borough Council is complex. There are a wide variety of channels available to us when deciding the best way to engage with internal and external audiences. Demand is greater than ever and this means we need to be clear about what role each of our communications channels play.
- 8.2. Social media has become an ever-more important way of communicating with our communities. However, the growth in interaction through platforms such as Facebook, Instagram, LinkedIn, or X (formerly Twitter) hasn't led to a reduction in the use of our telephone service.
- 8.3. As the role of the Council changes, we increasingly become both enabler and provider of services. We need to help members of our community to be able to 'self-serve' and support for those who can't wherever possible.
- 8.4. We must recognise the difference between communication and engagement. Where people are just accessing information we need to make best use of digital channels and platforms.
- 8.5. We are very aware that not all of our communities are "digitally enabled" and don't have access to computers and/or the internet. We must ensure that core messaging is available in more traditional means where appropriate. To this end it is important that we ensure members of our communities have access to digital services through libraries and other public spaces.
- 8.6. Where we are engaging with our communities and involving them in service changes however, this will often need to be done on a more personal level.
- 8.7. **Face to face**
 - a) The office in Colwyn Bay, Coed Pella, has enabled us to bring most services under one roof. This offers simpler access to services and helps us join them up to improve people's experiences.
 - b) There are public consultation rooms, semi-private pods, meeting rooms, and an Exhibition/Conference room. The main reception area has numerous waiting areas, multiple public access computers and telephones, and is supported by a staffed reception desk to provide assistance to visitors at Coed Pella.
 - c) The Public consultation room is accessible from a 'Duty' room, with specialist duty officers from service areas, and the Telephony team for Children & Family Service, Blue Badge, planning services, and Housing needs.
 - d) We aim to extend this joined-up experience to rural and coastal communities throughout the county by developing our Libraries as Community Hubs. These will become primary points of contact for residents.
 - e) Information Assistants will be able to respond to service enquiries with the support of the Knowledge Hub.
 - f) Digital access is provided through public computers and the Information Assistants are able to supporting people in completing online forms for more complex requests.
 - g) Appointments can be booked with officers when necessary on a case by case basis.

8.8. Telephone

- a) We take over 2.6 million calls a year across over 80 service specific telephone numbers which are available to the public.
- b) We have combined our Switchboard with the Coed Pella Information Assistants team and promote one number for all General Enquiries. This provides much greater resilience and enables triaging of calls at first point of contact.
- c) The aim is that most of the time people should get an answer to their enquiry straight away via this number.
- d) Where specialist assistance is required, they will be put through to the right team/officer.
- e) Service-specific contact centres will still be present providing direct access to specialist teams within services such as Environment Roads and Facilities or the Single Point of Access.
- f) Pre-recorded greetings and menus options will help to direct callers to the correct departments.
- g) Public access telephones will be available in each information Hub to give continuity with contact teams or officers
- h) Phone or video conferencing facilities, as well as booked appointments with officers based in a different locations provide either voice or face-to-face contact, if necessary, without the requirement to travel.
- i) To review the full Customer Charter and Standard please follow the link here

8.9. Social Media

- a) It is important that we continue deliver content on a range of platforms and use social media effectively as an engagement and communication tool that delivers relevant, interesting, and engaging content.
- b) The platforms that we have need to be updated regularly, using appropriate content. All social media accounts should fit within an agreed framework that clearly reflects Conwy County Borough Council's brand and values. They need to look, sound and feel distinctively Conwy.
- c) Conwy County Borough Council social media sites should have either Welsh/English duplicates or bilingual options so that residents can use the language of their choice. An extensive pool of Welsh and English phrases will be developed so that we can communicate bilingually at speed. Approvals for new sites should come through the Corporate Communications and Marketing Team to ensure consistency with the overall framework.
- d) Social media is an important communication tool. Our teams have the capability to use it effectively to engage with our communities and respond to comments where appropriate.
- e) For more information please see our Social Media Policy [here](#)

8.10. Website

- a) The corporate website is the main point of access for a large proportion of our community. It will be the primary source of information for a lot of our community and the place people in Conwy turn to when they have questions about services.
- b) The website can also be used to nudge people in a particular direction, supporting our behaviour change objectives.
- c) It is vital that the website is kept up to date and the information is relevant to our communities. It's important that it is easy to find information quickly and that the website works well on both computers and phones and tablets.
- d) We are working to make the Conwy website as accessible as possible for visitors regardless of their ability, disability or general awareness of using the internet. It is our aim to create a public sector site that is easy to navigate, and stands out as an excellent site to visit.

8.11. Where appropriate Conwy County Borough Council should link to relevant databases that help to extend the regularly updated information on the full breadth of well-being support around Conwy County.

8.12. Press/PR

- a) We need to communicate effectively through the media and encourage public engagement by promoting the work of the Council in clear, timely and easy to understand language.
- b) This is an important way of promoting what we do and celebrating our community's successes.
- c) We also need to be able to provide a robust response and rebuttal to any false claims that are being made about us.
- d) Strong relationships with the media are key to achieving this goal and the Communications Team have a fundamental role to play as the gateway to all media outlets. For this reason, it's important that they have sight of all press releases being issued by the Authority. They are not the only ones however, who will need to have strong relationships with media contacts. There will be times when it's helpful for Cabinet Members and senior staff to brief reporters direct.
- e) We can also only make the most of the media channels available to us if we improve the way we plan our communications. As outlined in the 'Planned Approach' section above, we need to be much more aware of which major stories we want to share with the press, and put processes in place to ensure we are in control of getting those messages out first.

8.13. Internal Communications

- a) One of our most effective communication channels is our own staff and elected members. We have 4,500 people who are working for Conwy County Borough Council, they can help their communities understand what we're doing, if we brief them effectively.
- b) The Team Brief is focused on the 'news' of the Council, and is regularly reviewed to ensure it delivers an effective briefing in the way we need it to. This regular news round-up should be used by managers to cascade information on topical issues to their teams.
- c) It's important that the senior leadership of the organisation remain visible to the wider team so that they can share updates and respond to questions. Senior staff should use multi-media to update their teams regularly and post on the Conwy County Borough Council intranet which is available to all staff.
- d) Staff and Elected Members will often be a good barometer of public feeling within the County. In the majority of cases they are also our residents. Listening to them and engaging them as we develop policy, projects and service changes is another important way of involving communities in the work that the Council does. See Conwy Conversation for more details.

8.14. Live Streaming and Video Calling

- a) It is important that the democratic decision-making process of the council is made accessible to the wider public.
- b) All Council, Committee, and Cabinet meetings will be available to live stream and then to watch later on our website
- c) We will also use platforms such as Zoom and Teams to speak with our communities where possible instead of using telephone

8.15. Elected Members

- a) Elected members should prioritise active listening to the concerns and feedback of the public through various channels such as town hall meetings, social media platforms, and community forums. This will help to build trust and gain valuable insight into the community.
- b) Transparency is key to fostering trust and accountability. Elected members should communicate openly and honestly with the public about their decisions, actions, and policies. This includes during their time in the chamber when they speak in Council or as part of any committees.
- c) Elected members should employ a variety of communication methods, such as bi-lingual materials, accessible formats for individuals with disabilities, and targeted outreach efforts to protected characteristic groups.
- d) Elected members should be kept informed by Officers about issues that affect their ward to help them. This will happen in a timely manner

8.16. Live Chat

- a) Live chat is hosted on certain pages on our website providing a convenient platform for residents to interact with the council.
- b) Residents can receive immediate assistance and support through live chat, reducing response times and providing quick resolutions to inquiries, complaints, or requests for services, enhancing overall satisfaction and efficiency.
Live chat fosters ongoing engagement between Conwy County Borough Council and residents, facilitating meaningful dialogue, promoting transparency, and strengthening community ties by providing a direct channel for communication and collaboration.
- c) Live Chat will be facilitated by the contact centres and available during office hours 9am to 5pm Monday to Friday.

9. Resources for Delivery

9.1. There are a wide range of resources and tools that can be used to implement this strategy. The focus of this strategy is how we can do things differently, rather than doing a lot of new things.

9.2. People

- a) The leadership of the organisation has a key role to play. The Chief Executive, Members with special responsibilities, Directors and Heads of Service can all drive the strategy by role-modelling its principles and applying them to the way they go about their work.
- b) Managers have a particularly important role in helping their teams understand the approach outlined in the strategy and ensuring that those teams play their part in delivering it.
- c) Each service area will designate someone to take the lead on Communications and act as a link back in to the wider Council Communications Strategy. These officers, amongst other things, will be responsible for ensuring that their particular service contributes to service specific messaging through multiple channels both internally and externally.
- d) We will aim for them to be trained in the effective use of social media content and asset creation, and in the use of assets to support the Conwy County Borough Council brand. There is an Operational Communications Group that meets regularly to provide support and help each service or section to tie into the wider strategic goals.
- e) Responsibility for delivering the Strategy lies with the Corporate Communications and Marketing Team. They will prepare a Communication Action Plan to underpin the implementation of the strategy and this will form the basis of the Team's Annual Operation Plan.
- f) The Corporate Communications and Marketing Team will provide advice and guidance to Members and Officers on the planning and delivery of significant communications, particularly those coming through for Cabinet decisions. They will ensure that press releases and other materials are prepared in advance.
- g) There is a PR and Messaging Group that meets every two weeks and is chaired by the Chief Executive of Conwy County Borough Council. This group reviews the pressing communications and PR issues of the day and will be able to review and evaluate the effectiveness of the strategy regularly.
- h) The whole Strategy will be comprehensively reviewed by 2026.

9.3. Communication Tools

- a) There are a range of tools we can use to support this strategy's successful delivery, including the Communications Calendar, used to identify upcoming issues.
- b) There will be a range of tools, some of which are listed in Section 6, used in the implementation of this strategy. It is important that a multi-channel approach is adopted as different audiences will engage better with different formats.
- c) Internally, the Team Brief is an essential tool in ensuring our staff understand the key messages behind our major projects and initiatives.
- d) One of the most valuable tools we have in delivering this strategy is our brand. Our brand will help us as we work to become more consistent in the way that we present the organisation and the work that we do. It is the way in which we take the values of Conwy County Borough Council and share them with residents in every situation where they interact with us.
- e) In this context the assets that have been developed to support the brand are critical. The style guide, writing guide and publication templates will enable us to make sure that all our communication and engagement is distinctively and authentically Conwy.

9.4. Evaluation

- a) We will need to develop a framework for evaluating our communications and engagement to enable us to understand whether the activities we undertake to become more consistent, planned, proactive, authentic and accessible to all are effective.
- b) The most useful benchmark will be the extent to which people in Conwy associate us with the Corporate Plan (2022-27) – to view the full Corporate Plan please see our website [here](#)
- c) We can do this by establishing a baseline level of awareness in year one of the strategy and then measuring awareness against the same statements annually. Other useful evaluation tools include the All Wales Survey, and the metrics available to us through social media platforms such as Facebook.

10. Conclusion

- 10.1. This strategy embeds our commitment to continuous improvement in order to take residents with us as we redefine the way in which Conwy County Borough Council works in the 21st century. By being consistent, planned proactive and authentic in the way we communicate, and by doing that in a way that is accessible to all, we will help people understand the changes that are coming, and build their trust that we are acting in the best interests of our communities.
- 10.2. Engagement and communication is at the heart of everything we do over the coming years. By putting the right behaviours, processes and tools in place, we can make sure that we do this effectively, in a way that helps us deliver the outcomes of our Corporate Plan. By doing so effectively we'll ensure that people are informed, included, and listened to.

Appendix 1

Communication Channels

Appendix 2

Communications Channels Flow Chart

Appendix 3

Government Communication Service – Strategic Communication: MCOM function guide “Engagement Framework”