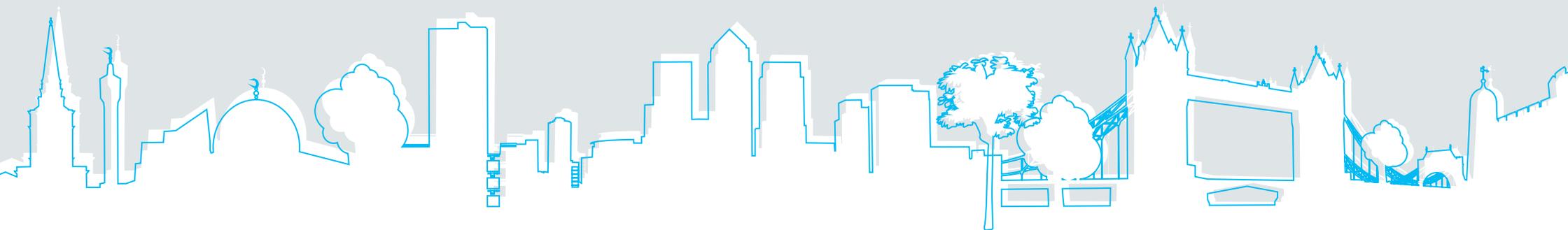




Communications quarterly report 3 October – December 2018



Contents

Overall summary	3
Communications objectives	4
Campaigns	5
Media	9
Digital	13
External newsletter	17
Internal communications	20
Marketing	25

Overall summary

Welcome to the quarter three communications report. This report shows how communications and the wider council is progressing with delivering the ten objectives set out in the communications strategy 18/19.

Campaigns

Our 20 gold and silver campaigns are progressing. Some of the quarterly highlights include the launch and completion of the budget consultation – Your Borough Your Future which, through multi-channelled promotion, saw over **2,000** responses from residents and businesses.

Successful promotion and marketing of this year's Fireworks helped to drive over **80,000** people to attend the light spectacular. Similarly, the communications team efforts, including a social media campaign, contributed to **2,500** people taking part in this year's Season of Bangla Drama, which was covered by **nine** local BME print outlets, five broadcast media channels.

This quarter's activity for the Breathe Clean campaign included publicity around a visit from Santa on a cargo bike, the creation of the borough's first 'School Street' and the Mayor's air quality funding, which generated positive online engagement and regional coverage. The launch of the social work academy and two children's services summits wrapped the quarter up nicely.

Media

Overall, the team continues to focus its efforts into generating coverage in the national and regional media that our residents read and watch the most

– our first 'School Street' being covered in the Evening Standard is one example. We increased positive coverage by **21 per cent** from the previous quarter with **58 per cent** positive coverage overall and **35 per cent** neutral.

This quarter, our proactive work has mainly been showcased by one of our wonderful foster carers, Afia Chowdhury who won a prestigious national President's Award from The Fostering Network for her exceptional contribution to fostering. We used this opportunity to generate wider broadcast, print and social media coverage reaching up to **6.5 million** people. This included the BBC's the One Show and **4,000** views of our videos.

Residents' e-newsletter

Our residents' e-newsletter audience has increased by **37 per cent** in the third quarter of 2018/19 following a concerted effort and dedicated resource to drive engagement and grow subscriber numbers. This is a very notable and significant increase when compared to the growth achieved in quarter two, which was 3 per cent. The uplift means we have exceeded our target for quarter three, while maintaining engagement with our readers.

Marketing

This quarter's highlight includes the installation of two Smarter Together lightboxes at Mulberry Place as well as lift stickers across three locations. We now have a new contract in place for the Panacea print and design system and continue to investigate additional spaces for advertising. We have also begun the research phase for a brand refresh and in total have managed just under **£127,000** of marketing activity.

Digital

We have grown our social media followers by **5.4 per cent** to **29,908** this quarter with LinkedIn seeing a **71 per cent** increase. Our key focus is on Twitter, Facebook and LinkedIn. Further work to develop a strategic approach for social media content on other channels, such as Instagram, will continue into the next financial year. This will be helped by a new social media monitoring tool, Orlo, that was introduced into the team at the end of quarter three.

We have had over **120,000** more visits to the website this quarter and have updated the homepage layout to help visitors get to the information they need quicker. We also now have over **18,296** registered users on Firmstep, which will help us to build a single view for the customer when they access council services.

Internal

This quarter, we have introduced new methods of engaging and informing staff about key council activity and priorities using regular Smarter Together POD sessions, Yammerlive with CLT and the first managers' conference with over **400** attendees. These have supported the changes we needed to make to help us with our Investors in People work (we were re-assessed in December) and to improve our staff communication.

After supporting the final recruitment drive in December, we now have **49** Your Voice Ambassadors. With **410** compliments to date and **1,215** subscribers to Yammer, our channels and reach on staff engagement go from strength to strength.

Communications objectives – progress

1. We all tell our story:

- Presentation of place narrative to Tower Hamlets Partnership and secured buy-in to place campaign.
- Place campaign research part of chief executive roadshow.
- Installation of two Smarter Together lightboxes in Mulberry Place and lift stickers across three locations.
- Thought leadership articles by staff in trade press.

2. Build our audiences – online:

- Digital specialist now working on Granicus newsletters – sign-up is up **41 per cent** this year.
- Continued transformation of website including putting services online.
- Ongoing management of the current website and increasing demands by services to update pages, create new ones and develop new microsites.
- New digital touch points include Idea Store, consultation sign-ups and new website filter.

3. United under one brand:

- Began the research phase to refresh our brand guidelines, which will be ready in the summer.
- New template for documents including PowerPoint presentations completed.
- Environmental audit completed including all boundary signage.

4. Digital communications content with everything:

- Increased volume of in-house videos for both external and internal use.

- **56** social media videos (including 25 advent/winter calendar clips).
- **11** internal videos including promotion of staff survey, Smarter Together pods and events.
- Newsletter, website and social media supporting each other for cross channel subscribers.

5. Better stakeholder engagement with our residents and businesses:

- **2,024** responses to the budget consultation – roadshow events, online and telephone survey with **1,100** residents and **500** businesses.
- Three engagement Brexit Commission events (one business, two residents).
- Promoted early years summit with over **100** professionals and **70** parents and a youth partnership summit bringing together key partners.

6. Better social media - better customer service:

- We have **1,529** new followers, up to **5.4 per cent**, across our social media channels since quarter two.
- Orlo, a social media monitoring and allocation tool, was introduced at the end of quarter three.

7. Street advertising – more channels, more revenue:

- Retendered six-sheet contract with a focus on digital units.
- Negotiating with highways and Baymedia to install lamp post banners on appropriate sites

- Began scoping work for billboard sites across the borough.

8. Communications at the start for better outcomes:

- Communications officers attended DLTs, CLT, SLT and SMF to present bird's-eye view across the organisation and pick up issues and opportunities for promotion.
- Communication planning grid promoted to staff at chief executive roadshows.
- Clearer pages on the intranet.

9. Strategic internal communications for more cut through:

- Built on the success of Yammer and introduced more video.
- Managed and promoted more Smarter Together POD sessions.
- Worked with HR to arrange a managers' conference in November.

10. Media with the biggest impact:

- Won two comms 2.0 awards in quarter three: best crisis communications and the best use of ethics and diversity (the Times handling of the so called Muslim foster carer case).
- Widespread broadcast, print and social media coverage achieved on foster carer Afia Chowdhury reaching up to **6.5 million** people, including key BAME media.
- Increased positive coverage by **21 per cent** from the previous quarter with **58 per cent** positive coverage overall and **35 per cent** neutral.

Campaigns

Some of the highlights in quarter three have included:

Budget consultation – Your Borough Your Future

To engage with residents and businesses on this year's budget and to use feedback to help shape the budget, we developed a multi-channelled communications campaign focusing on a six week consultation period ending 10 December. Activity still continues as the budget is finalised. Activity to date includes:



- **Four public engagement events:** took place with trained consultation/engagement staff. These were promoted ahead of the events and during on social media. Pull-up banners and a generic council gazebo were designed to support the outdoor events. Budget information was shared and people were encouraged to take part in an online survey.
 - **Tuesday 20 November:** 3pm-6.30pm Whitechapel Idea Store
 - **Thursday 29 November:** 12.30pm-3.30pm Idea Store Bow
 - **Saturday 1 December:** 10.30am-2.30pm Chrisp Street Market.
 - **Saturday 8 December:** 10.30am-2.30pm, Victoria Park next to Pavilion Café.

- **Consultation survey:** A survey ran on the council's website and the same questions formed part of a commissioned telephone/face-to-face survey with **1,100** residents and **500** businesses. The survey was widely promoted across all channels as the call to action. Results and feedback:
 - **2,024** responses, including budget roadshow events.
 - The services most valued were those for children, public health and community safety. Fifty eight per cent of residents supported a 3 per cent council tax rise and over two-thirds of all respondents supported a 1 per cent rise specifically for adult social care services.
 - There was strong support for the council to make services more efficient and increase income generation to protect frontline services.
- **Advertising and external promotion:**
 - Plasmas screens in public buildings, Idea Stores and libraries
 - BT InLink sites
 - Large on street 6-sheet (CIP) panels.
- **Social media:** regular proactive posts including Your Borough Your Future designed banners on Facebook and Twitter.
- **Council webpage:** Your Borough Your Future 'microsite' webpages were created to provide links to further information and the online consultation. The consultation ran as a main carousel story on the homepage.
- **8 page booklet mailout:** design, production and distribution to **120,000** households across the borough.

- **Internal:** Yammer Live with CLT- budget consultation question and answers; intranet news story; featured in thnow.

Major events Fireworks

An integrated communications strategy, including press, social media, marketing and internal communications ensured more than **80,000** attended the council's fireworks display and feedback was overwhelmingly positive.



The event was covered in national and local media, including The Metro, The Sun, Time Out, Londonist, BBC Radio London and the East London Advertiser.

Engagement included:

- **803** visits to the press release on the council website.
- More than **90 per cent** click through for information from the web banner.
- Facebook posts reached **15,544** people.
- **15** posts on the council's Twitter page earned **53,228** impressions and **1,205** engagements.

Comments on Twitter included:

- Spectacular fireworks at Victoria Park by @TowerHamletsNow for #BonfireNight celebrating the 200th anniversary of Mary Shelley's #Frankenstein.

- So who saw the fireworks in #VictoriaPark last night? And how amazing is it to have some of London's best fireworks on our doorstep and for FREE! Thanks to organisers @towerhamletsnow
- @TowerHamletsNow Proud resident right now. The setting, the music, the choreography. Amazing. I felt like a kid again. Thank you.

Season of Bangla Drama

The Season of Bangla Drama 2018 was a festival of dance, music and theatre. It took place from 2 - 25 November in a celebration of culture, gender and identity.

The programme was covered by **nine** local BME print outlets, five broadcast media channels and it was supported by a social media campaign.



- **2500** people took part in the programme.
- **250** artists delivered activities, events and engagement opportunities.
- **24** arts and education organisations supported it.
- The programme attracted **50 per cent** of external funding to deliver it.

Breathe Clean

Santa's visit

Santa visited Tower Hamlets early this year to share some festive cheer and encourage everyone to take time over the holidays to apply for an air quality fund. The legendary

figure worked between 11am and 2pm on 20 December to raise awareness about air pollution and encourage community groups, residents, schools and local businesses to deliver projects that improve air quality and associated health benefits in their neighbourhoods. He chose an environmentally friendly cargo bike to hand out goodies.

- London Live did a feature on the council's Breathe Clean campaign.
- The event attracted **25,084** impressions on Twitter and **563** engagements.
- It was the **37th** most influential Tweet in the country and was listed as a Great Government Tweet.
- The video was watched **1,357** times.

School Streets

The council created the borough's first 'School Street' by closing the road leading up to Sir William Burrough Primary School. The new area will improve road safety, help protect pupils from air pollution and create a place where children can safely play.



- The Evening Standard, local media and BME media positively covered the story.
- It attracted **1,344** impressions on Facebook and **28** engagements.

Mayor's air quality funding

£200,000 of funding from Mayor Biggs is available for projects that reduce air pollution emissions, reduce air exposure to pollution or increase awareness of pollution.

- The initiative has been covered by London Live, the East London Advertiser, BME media and trade media (Air Quality News).
- Five projects have already received funding to deliver projects.

Love Your Neighbourhood: The Big Clean Up

The communications team organised and promoted the fifth Big Clean Up week took place between 2 and 8 October and saw **140** volunteers over **11** events tackle a



variety of borough-wide locations including parks, streets, estates, gardens, canals and waterways. 'Micro-rubbish' - cigarette butts, sweet wrappers and tickets became a focus.

Volunteers included **46** children from St Edmund's Roman Catholic Primary School and the 8th East London Scout Group, as well as councillors, local residents and business people, councillors, staff and Mayor John Biggs. Other organisations supported the week included the London Legacy Development Corporation, The Canary Wharf Group, The Canal & River Trust, Moo Canoes, and

The GoodGym and Veolia to name a few.

Results:

- **140** volunteers, **70 per cent** increase from BCU4 over **11** events.
- **97** full large bags of litter were cleared from the land.
- **25** buckets from waterways.
- A variety of larger items including traffic cones, mailing boxes, furniture, drainpipes, suitcases, footballs and railings were cleared up.

Children's activity

In addition to the communications activity to support our fostering efforts (see media section), we supported three launches during the quarter:

- **An early years summit**, October gathered opinions of parents and young people on how the council should develop its services from conception to age five and beyond. We:
 - designed a look and feel for the summit;
 - produced a leaflet, delegate content pack and merchandise;
 - supported the project with promotion on social media and on the council's website leading to over **100** professionals and **70** parents attending.

- **Youth partnership summit**, in November brought together the council and partners to look at how the council can increase safety, and raise aspiration and well-being for young people. We:
 - commissioned a series of videos covering issues such as knife crime, educational opportunities and healthy living;
 - developed event content packs for the day.

- **Social work academy**, in December saw the rollout of a new model for how the council will recruit, train and retain social.



- The event was supported with extensive marketing activity, presentations and was promoted and covered by trade, local and social media eg Social Work News Magazine.

Campaigns table

Campaign (G, S – Gold, Silver)	Preparation/research	Launched	Completed	Evaluation
Place (G)				
New budget (S)				
Tackling the housing crisis (G)				
WorkPath (G)				
Breathe Clean (G)				
Safer Together (G)				
Summer events (S)				
Community hubs (S)				
Healthier Lives (G)				
Going Digital (G)				
Social work academy and children's summits				
Love Your Neighbourhood (G)				
Waste strategy (G)				
Mela/major events (S)				
Kemnal Park (S)				
Town Hall (G)				
Recruitment (S)				
Supporting carers (S)				
Adult – direct payments (S)				
Brexit Commission (S)				
Smarter Together/Town Hall (G)				
Customer service promise (S)				
Staff wellbeing offer (S)				
Volunteering – 48 hours (S)				
CEX roadshow, staff conference and awards (G)				
TOWER values (S)				
Yammer launch (S)				



Media

Summary

We continue to develop new media relationships and foster existing ones to help build the Tower Hamlets brand. Our proactive work is helped by strong stories, the availability of officers and case studies. Some of this quarter's highlights are mentioned below:

Foster carer Afia Choudhary

We were looking to raise the profile of children's services and build a unique employer proposition to recruit a diverse range of future foster carers into the borough.

Foster carer Afia Choudhury has fostered 27 children over 15 years in Tower Hamlets – in addition to raising four children of her own alongside her husband Kamruz.

Afia won a prestigious national President's Award from The Fostering Network for her exceptional contribution to fostering, which she received at a ceremony on 24 October. The council was aware of this award a couple of months in advance so we began planning the promotion of this and Afia.

On 22 October, Afia inspired millions of people across the country when she featured on the BBC's The One Show. The coverage came after we pitched the story to BBC Religion Editor, Martin Bashir, and worked with him for several months to sell the story, line up interviews and filming to

make sure Afia's efforts received the prominent coverage deserved.

We also proactively promoted the efforts of Afia, as well as fostering and its importance, more broadly. We worked to leverage each opportunity possible.

Resulting coverage included broadcast, print and online. There was widespread social media activity using a series of videos we produced and those of the BBC and Fostering Network. This has allowed the council to reach up to 6.5 million people with positive messaging about foster care – including key BAME media. Video content we shot included Afia's preparation for the night, including making her own dress and sewing skills and how she felt about the award.

Council's key messages on fostering were included, with our spokespeople featuring in coverage: Mayor John Biggs, Corporate Director for Children's Services, Debbie Jones, and fostering service team members.

- **BBC The One Show:** 8 minute feature reaching



- around **five million** people across the country
- **BBC News London:** 3 minute feature reaching up to **one million** people in London evening news bulletins (6.30pm, 10.30pm)
- **East London Advertiser:** prominent coverage reaching **5,320** residents and local businesses
- **London Live News:** 5 minute positive online video story reaching **200,000+** viewers
- **Widespread BAME media:** Channel S, Weekly Janomot, Bangla Mirror and londonbdnews24 website
- **Social media:** Afia's story received prominent posts on social media platforms belonging to The One Show, Martin Bashir, Fostering Network and a high volume of coverage on Tower Hamlets Council pages. Together these have a following of more than **340,000** people.
 - Tower Hamlets **18** posts alone reached **30,500** people and generated **1,000** engagements.
 - The videos we produced in house received **4,000** views and continue to grow.

Daily Mile

Mayor Biggs welcomed Sir Mo Farah and London Mayor Sadiq Khan to Cubitt Town Primary School in October to celebrate the borough's school participation in The Daily Mile, a children's exercise programme. The borough leads London in the number of schools signed up to it. We utilised this opportunity to generate positive coverage including London Live, BBC London TV, East London Advertiser.

Brexit Commission

The council has now gathered evidence from key stakeholders ahead of our report on the EU economic and social impact of Brexit on the



borough. We promoted our outreach work to reassure and advise EU national residents of their position and held a bespoke session for the Bengali business community, which was widely covered in the BAME media. Our chief executive wrote a piece for Local Government Chronicle's influential Idea Exchange feature talking about this work.

Government removes direction from Tower Hamlets Council

A significant moment for the council took place in October as The Mayor of Tower Hamlets welcomed the decision by the secretary of state for the Ministry of Housing, Communities and Local Government (MHCLG) to end its direction for the council.

We planned a coordinated programme of communications activity to support the announcement of the end of MHCLG intervention, stressing that this followed three years of rebuilding work and recognition of

'significant improvements' in the recent LGA peer review process. The Mayor appeared on BBC television to mark the event and senior stakeholders wrote blogs to mark its significance. We backed up the messaging strongly on social media.

Key moments

October

- Disused community centre transformed into new housing for the homeless.
- Somali Week offers graduates of Somali heritage the chance to boost their careers.
- Season of Bangla Drama festival.
- Tower Hamlets foster carer Afia Choudhary awarded prestigious national award.
- Council responds to shocking Rod Liddle Sunday Times column.
- £7 million funding awarded for South Dock Bridge.
- Mayor announces new programmes to tackle poverty during visit to crisis support and food bank charity.
- Share your Royal London memories.
- Tower Hamlets launches strategy for helping children and young people with special needs.
- Celebrations as public picks Vicky Park as one of the best in the UK.
- Green flag award for flagship park – the only one in London to be recognised in that way.
- Mayor Biggs welcomes Sir Mo Farah and London Mayor to Cubitt school as the Olympic

dream is brought to children.

- New champions to tackle hate.
- Final call for household enquiry forms.
- Ask the Mayor event at Isle of Dogs draws lively debate.
- Council calls on businesses in Tower Hamlets to have their say on Brexit.
- Offering support for World Mental Health Day.
- A week of 'fangtastic' fun for Half Term Halloween.
- Plans for a spectacular and striking fireworks display on Sunday 4 November announced.
- The Big Clean-Up five reaches new heights.
- Exciting chance for Tower Hamlets residents to win tickets to 'edge of your seat' sporting action in east London.
- Government removes direction from Tower Hamlets Council.
- Two awards for Tower Hamlets at the London Council's apprenticeships awards.

November

- Tramshed Community Hub opens in Bethnal Green.
- Christmas celebration to bring Roman Road West community together.
- Win a family pass to go ice skating at the Tower of London.
- Tower Hamlets joins campaign to help end violence against women and girls.
- Council welcomes Lord Bourne to hear about the council's language support work for new arrivals to Tower Hamlets.
- Alcohol Awareness Week.
- Tower Hamlets plans to improve waste and street cleaning services by bringing them under council control.
- HIV testing week.
- Return of the Writeldea Festival.
- London Living Wage to increase to £10.55 an hour.
- Ask the Mayor in Poplar.
- Tower Hamlets mayor backs Poppy Day.
- The council, military and civic stakeholders mark the 100 years anniversary of the armistice after the Great War.
- Council rolls out healthier school dinners after scooping top food award.
- Mayor gets flu jab and encourages others to do the same.
- Your Borough Your Future – budget consultation gets underway.
- Mayor John Biggs welcomes the announcement of 675 new council homes in Tower Hamlets from Mayor of London's £13m cash boost.

- Clean air funding opens again.
- Tower Hamlets Brexit chair warns that government confusion could lead to distress and disruption for EU nationals.
- Annual adult social care report highlights renewed focus on prevention, innovation and promoting independence.
- Mayor's early years summit harnesses parent power.
- New charter to tackle violence launched
- Tower Hamlets launches new social work academy.
- Tower Hamlets celebrates a decade of young mayors.

December

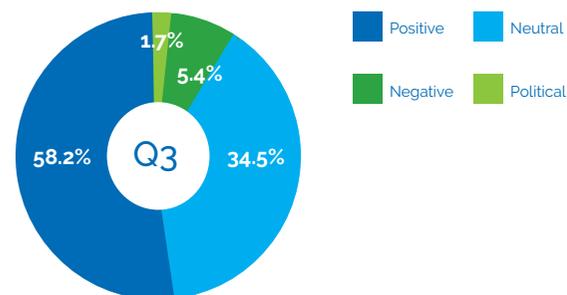
- Free parking at markets over Christmas.
- Foster carers recognised at Tower Hamlets awards ceremony.
- First school closed to cars.
- Local children design Tower Hamlets Christmas card.
- Tower Hamlets launches social work academy.
- Her Royal Highness the Duchess of Cornwall met staff and service users at the Russia Lane Day Centre and Lunch Club.
- Council goes digital to deliver even better customer services.
- Council CCTV team helps bring violent robbers to justice.
- Lansbury by-election date announced.
- Christmas greetings from the mayor.
- Make 2019 the year you quit smoking for good.
- Christmas gifts donated to looked after children delivered by council staff.
- Leisure centres befitting from £1.5 m revamp.
- Santa visits Tower Hamlets to promote breathe clean.
- One year anniversary of Operation Continuum.
- Stabbing incidents in Roman Road.
- Council tackles loneliness this Christmas.

Data

Media activity

Reporting month (2018)	Media enquiries received	N° of press releases
October	22	33
November	24	33
December	27	18
Q3 Total	73	84
Q2 18/19	77	66
% Change	-5.1%	+27%

Tone of coverage



Tone of coverage by month

Key Indicator	October	November	December	Q2 18/19 Total	Q3 18/19 Total	% Change
Total mentions All media	328	311	223	Total 855 Positive 415 Negative 106 Neutral 304 Political 30	Total 862 Positive 502 Negative 47 Neutral 298 Political 15	Total +0.8% Positive +20.9% Negative -55.6% Neutral -1.9% Political -50%
National coverage	37	28	38	Total 125 Positive 31 Negative 27 Neutral 58 Political 9	Total 103 Positive 30 Negative 9 Neutral 61 Political 3	Total -17.6% Positive -3.2% Negative -66.6% Neutral +5.2% Political -66.6%
Regional coverage	25	29	20	Total 120 Positive 53 Negative 27 Neutral 36 Political 4	Total 74 Positive 29 Negative 5 Neutral 38 Political 2	Total -38.3% Positive -45.3% Negative -81.4% Neutral +5.5% Political -50%
Local coverage	73	76	63	Total 236 Positive 102 Negative 31 Neutral 87 Political 16	Total 212 Positive 114 Negative 13 Neutral 75 Political 10	Total -10.2% Positive +1.9% Negative -58% Neutral -13.7% Political -37.5%
Trade coverage	46	64	34	Total 131 Positive 37 Negative 6 Neutral 87 Political 1	Total 144 Positive 53 Negative 11 Neutral 80 Political 0	Total +19% Positive +43% Negative +83% Neutral -8% Political -100%
BME	147	114	68	Total 243 Positive 192 Negative 15 Neutral 36 Political 0	Total 329 Positive 276 Negative 9 Neutral 44 Political 0	Total -29% Positive +44% Negative -40% Neutral -22.2% Political 0%

Positive – A positive story about the council
 Negative – A negative story about the council
 Neutral – Mention of the council but with no overall positive or negative tone
 Political – Party political commentary, a story authored by a politician, or one carried in a party-affiliated publication

Digital

Summary

We had over **120,000** more visits to our site this period compared to the same quarter a year ago with October seeing the biggest increase with a **19 per cent** rise and close to a **16 per cent** rise for the quarter.

At the end of the quarter we updated the homepage layout on desktop and mobile view. While it is too early to make a call on the impact of this change, there is a clear indication of a decrease in number of visits that include the contact us by phone or the contact us page.

We now have **18,296** registered users on the Firmstep platform, which we are building on to improve channel shift. This is an increase of **25 per cent** from the previous quarter.

The number of our social media followers has increased by **5.4 per cent** to **29,908** in total. LinkedIn has had the greatest change, with a **71 per cent** increase in followers from the previous quarter. We have implemented a new social media management tool at the end of the quarter called Orlo. The monitoring, sentiments and triggers features of Orlo should allow us to make smarter use of social media, both for communications and reputation management, as well as for customer services.

Seven consultation surveys were completed during the quarter in Firmstep and SmartSurvey.

SmartSurvey has been brought in specifically for consultations as a stop gap solution until an engagement and consultation portal is implemented.

Social media followers

Twitter followers have grown by **3.5 per cent** which now totals **17,200** followers. We are now number 15 in the list of most-followed London boroughs, up by one from quarter two. Our followers need to increase by **26.3 per cent** to secure a place as number 10.

Facebook likes have grown by **7.5 per cent** and now totals **4,000** page likes. During this quarter we went up by one and secured our place as number 16 in most-followed London boroughs. Page likes would need to increase by **46.4 per cent** to secure our place as number 10.

Social media content

Our social content was varied and rich throughout the quarter, as the communications team increasingly focuses on high quality assets and imagery, videos and strategic calendar planning. From research, we know that our audience engages with posts about crime, housing, litter, homelessness, which are some of our residents' priorities. Content on these topics continued to perform strongly, but some additional highlights included posts on #OurDay, Victoria Park fireworks and the council signing a new charter to tackle gender-based violence at cabinet.

Cabinet content tends to grab attention when live tweeted from the meetings, indicating people want to find out what's happening in real time. Additionally, we had significant engagement around Afia, our foster carer who gained national recognition on BBC's The One Show and received a national foster carer award.

Video remained a priority throughout the quarter. We published a series of #OurDay videos showcasing what council officers do – and this campaign alone generated almost 900 engagements – a 228 per cent increase on engagements for the same campaign in 2017. Other popular video content featured the mayor and healthy school meals, local democracy week, foster carer Afia and our Christmas/winter campaign.

Our audience and engagement on LinkedIn is continuing to grow as more people who work at the council share updates from the company page. In particular, our Christmas Day message featuring staff that promoted inclusion and diversity resonated very well with our LinkedIn audience generating a high volume of comments. This type of activity supports the growth we've seen in followers over the quarter.

A high number of individual posts across Twitter and Facebook received higher than average engagement rates and impressions. An example of this was our brave response to Rod Liddle's Sunday Times column, which reached **45,000** people and

achieved an engagement rate of **5 per cent**. This rate is higher than industry benchmarks, and was one of a popular handful of posts that achieved this level of interaction.

While our overall average engagement rate dropped slightly in comparison to the previous quarter, this can be put down to: an above average performance in quarter two due to large summer campaigns; a higher volume of output in this quarter (diluting our engagement per post); and a natural quietening over Christmas.

At the end of quarter three we introduced Orlo, tool. With the new social media monitoring platform we'll be able to monitor what people on social media are saying about Tower Hamlets. This way we can join in conversations people are having about us. We will also be alerted to when incidents or key things happen in the borough e.g. stabbing or accidents. The monitoring, sentiments and trigger features of Orlo should allow us to make smarter use of social media, both for communications and reputation management, as well as for customer services.

Social media

Key indicator		Q2	Q3	% change
Facebook	Page likes	3,735	4,017	7.5%
	Page follows	3,921	4,228	7.8%
	Reach	698,669	285,914	- 59%
	Post engagements	15,558	12,947	- 16.7%
	Videos	47,404	(tbc)	- 55.7%
Twitter	Followers	16,609	17,202	3.5%
	Tweets	700	842	%
	Impressions	1,231,716	1,202,563	- 2.3%
	Retweets	1,850	1,903	2.8%
	Engagements	24,231	23,961	- 1.1%
	Likes	3,647	3,388	- 7.1%
	Video views	24,111	(tbc)	- 27.1%
Instagram	Followers	1,935	2,232	15.3%
	Impressions	163,647	35,030	- 78.5%
	Reach	107,143	26,171	- 75.5%
YouTube	Subscribers	158	170	7.5%
	Video views	7,435	(tbc)	- 36%
LinkedIn	Followers	5,756	6,076	5.5%
	Impressions	59,650	85,211	42.8%
	Engagement	1,855	3,184	71.6%
Total follows		28,379	29,908	5.4%

Website

We had over 120,000 more visits to our site this period compared to the same quarter a year ago, with October seeing the biggest increase with a **19 per cent** rise and close to a **16 per cent** rise for the quarter.

The most popular pages included jobs, online payments, parking permits, school term and holiday dates, council tax and planning applications. The contact us and hotline pages, unfortunately, also featured in the top 10 list. Better online services, combined with the launch of the single phone number should reduce this demand in the coming year.

	October	November	December	Q3 total
Visits 2018-19	302,712	252,960	205,840	761,512
Visits 2017-18	243,931	225,931	171,417	641,279
Percentage change	19.42%	10.69%	16.72%	15.79%

Consultations

- Community Governance review (8 October). Ended 31 December 2018. Responses: **584**.
- Reviewing the Fit for Life weight management programme (7 November). Responses: **14**.
- Community school admissions (11 November 2018). Responses: **40**.
- Local Tax Reduction Scheme. Ended 24 October 2018. Responses: **3,860**.

- Proposal to expand Phoenix School (14 December 2018). Ends 25 January 2019. Responses: direct to service.
- Children's centre questionnaire (3 December). Responses: **845**.
- VAWG strategy consultation (12 September 2018). Ended 1 November. Responses: **91**.

Homepage changes

On 11 December, we updated the homepage layout on desktop and mobile view. Previously, transaction shortcuts had been omitted from mobile view, these are now immediately below the banner image. On desktop, these have been moved higher up the page so they appear above latest news, consultations and council meeting information. This move was done to encourage higher take up of the existing online services.

Early indicators show a decrease in the number of visits that include the contact us by phone or the contact us page, and pay it and parking permits have both moved higher up the list to the second (from third) most visited and fourth (from fifth) most visited.

Percentage of visits to the site		
Date range	Contact us	Contact us by phone
11/12/17-10/01/18	3.2%	3.3%
11/11/18-11/12/18	2.1%	2.1%
11/12/18-10/01/19	1.6	1.7%

Customer transformation projects (with customer service)

- Payments module to go live and roll out to multiple forms in quarter four, once services are ready. A meeting between the council, Agresso and Capita has been arranged for 22 January. Once we get the payments module live, we will be able to measure savings, which we estimate to be significant.
- Pest control pilot roll out, including quality assurance and development – webservice integration is in progress.
- Standards will continue to be a focus and will be introduced to sub forms, categories, user groups, form design.
- Customisation of customer registration – enabling the customer to choose what relationship they want from Tower Hamlets council is in progress.
- Procurement of Firmstep platform service is in progress.
- Further development of Workflow using Dashboard in Firmstep is in progress.
- Firmstep products are all about channel shift – getting our customers online, and giving them the option to self serve.

Online forms

We now have **18,296** registered users on the Firmstep platform. This is an increase of **25 per cent** from the previous quarter.

The table below shows total savings the council has made using our forms against the cost of face-to-face or phone support.

Savings

Based on Socitm figures: £8.62 is saved per online transaction compared to face-to-face, and £2.83 compared to phone. Savings of half an hour are on average achieved with an online form compared to a paper form submission.

Using this data, the number of forms completed this quarter saved the council **£109,267** compared to face-to-face. Compared to phone, we saved a total of **£35,873**.

The biggest savings were for revenues and benefits, where Firmstep submissions generated a quarterly saving of **£50,237** compared to face-to-face, or **£16,493** compared to phone.

With forms submitted online rather than in paper format, the council saved **6,339** hours work for the quarter.

Form class	Face-to-Face	Phone	Hours Saved
Communities and community safety	£52	£17	3
General	£6,396	£2,100	371
Housing and maintenance	£5,275	£1,732	306
Internal and human resources	£27,015	£8,869	1567
Licenses, regulations and trading standards	£69	£23	4
Parking and transport	£2,664	£874	155
Revenues and benefits	£50,237	£16,493	2914
Streets and roads	£17,559	£5,765	1019
	£109,267	£35,873	6,339

External email newsletters

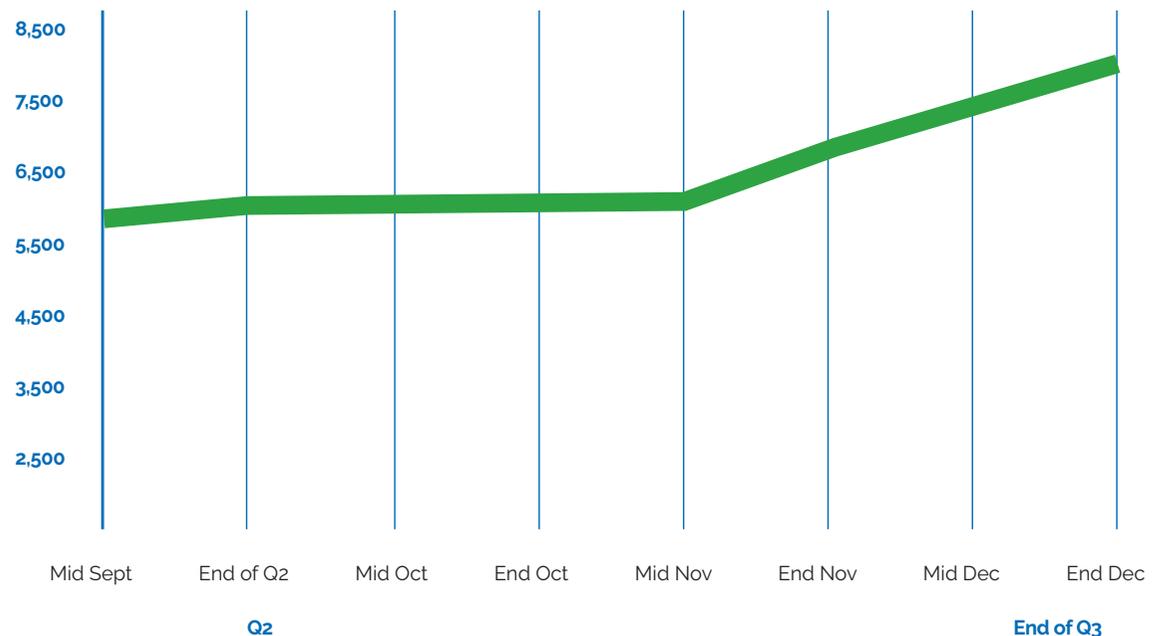
Residents' e-newsletter

Our residents' email newsletter audience has increased by **37 per cent** in the third quarter of 2018/19 following a concerted effort and dedicated resource to drive engagement and grow subscriber numbers. This is a very notable and significant increase when compared to the growth achieved in quarter two, which was **3 per cent**. The uplift means we have exceeded our target for quarter three, while maintaining engagement with our readers. These results have been achieved through:

- Better utilisation of digital channels and ongoing cross-channel promotion (website, social media, digital screens – Town Hall and Idea Stores), including:
 - A pop-up subscribe message on the council and Idea Store websites, which went live in November 2018, and generated a significant spike in new subscribers. It is ongoing and continues to drive growth each day.
 - An increase in competitions and ticket giveaways that interest our residents and entice them to subscribe, made possible by strong relationship building with stakeholders such as London Legacy Development Corporation, Tower of London and Canary Wharf Group. Each competition has generated engaging content and a spike in subscriptions through digital data capture and reaching new audiences on social media.

- Maximising physical touch points and face-to-face interactions with stakeholders (flyers, consultation materials, forums and Ask the Mayor events – the latter two using pre-populated subscribe forms when possible).
- A renewed, strategic focus which has seen the newsletter embedded into communications wherever possible (budget consultation, staff awards forms).

Residents' e-newsletter subscriber growth Q2 to Q3 2018/19



Residents' e-newsletter bulletins

Bulletins	% opens	% clicks	Top 3 stories	Subscribers
Get on your bike, half term break and last chance to enter our competition! 11 October 2018	41%	10%	<ul style="list-style-type: none"> – Mayor's reinforced cycling commitment – Ticket giveaway – netball and basketball at Copper Box Arena – Final call for household enquiry forms 	5,854
National award for local foster carer, Sir Mo Farah inspires local children, and local shop stripped of license 25 October 2018	39%	9%	<ul style="list-style-type: none"> – Shop stripped of licence over laughing gas – Funding for South Dock Bridge – Fireworks in Victoria Park 	5,918
Where to mark Remembrance Day near you, and all our latest news 8 November 2018	44%	9%	<ul style="list-style-type: none"> – Where to mark Remembrance Day – Your borough your future - budget consultation – Mayor's Christmas card competition 	5,918
Your chance to skate in the moat at the Tower of London and all the latest news from Tower Hamlets 22 November 2018	50%	10%	<ul style="list-style-type: none"> – Ticket giveaway - Tower of London ice skating – Community project funding – Change to waste services contract 	5,964
Council staff foil violent gang of street robbers - find out more in your resident's newsletter 6 December 2018	55%	17%	<ul style="list-style-type: none"> – Council CCTV team helps bring violent robbers to justice – Winter is here – subscribe for updates – Ticket giveaways – ice skating at Canary Wharf and West Ham vs Watford 	6,721
Merry Christmas from the Mayor of Tower Hamlets 20 December 2018	49%	5%	<ul style="list-style-type: none"> – Subscribe for winter updates – Tackling loneliness at Christmas – Tower Hamlets 'in bloom' awards 	7,417

Ongoing quarterly progress

Quarter 2018/19	Subscriber target	Actual subscribers end of quarter	% increase over quarter	Open rate - local govt benchmark	Our open rate (average)	Click rate - local govt benchmark 2018	Our click rate (average)
Q1 (post-GDPR)	5723	5698	2%*	31%	51.5%	5%	14%
Q2	6677	5873	3%		51%		12.75%
Q3	8012	8052	37%		46%		10%

While there appears to be a slight downward trend on our open rates and click rates, this doesn't tell the whole story. We are significantly above UK local government benchmarks, and are also higher than the top performing 20 per cent. Our open rate improved throughout the quarter and we finished the quarter with better results than we started with, and in

*Increase from approx. 5,600 subscribers remaining post-GDPR

early December we reached a record number of newsletter ‘opens’– **6,455** people or **55 per cent** of subscribers. Our click rate fluctuated throughout the quarter but also peaked in December. Given our rapid rate of growth, these results are very positive.

Other e-newsletters

While our primary focus, in line with our targets, has been on the residents’ e-newsletter, the communications team also assists and facilitates other email communications for services across the council through our newsletter platform, Granicus.

This means that in addition to services being able to communicate with their stakeholders in accordance with the General Data Protection Regulation (GDPR), we are building a holistic picture of our residents and key stakeholders and what they are interested in, housing their details in a secure, single database.

We now have 22,479 active, engaged subscriptions – and growing. If we equated this to our borough’s population, it would mean the residents’ newsletter is received by more than one in six households. (Based on 132,100 households in Tower Hamlets in 2018).

Our focus for quarter four includes growing these existing subscriber groups, better analysing them, improving integration and cohesion between the newsletters and cross-promotion of content amongst each group.

We are also seeking to get bulletins for further topics up and running, including: consultations, a social media diges; health and wellbeing; clean and green; and business skills and apprentices. This will rely on investing time to build strong working relationships and trust with teams and services across the council.

The residents’ newsletter growth plan will continue into quarter four to ensure we are reaching as many residents as possible, with a continued focus on cross-channel integration, embedding the subscribe box in digital user journeys and bringing more council services into Granicus.

Active council newsletters in Granicus system	Subscriptions – end Q3
Residents' newsletter (corporate newsletter)	8,052
Victoria Park	969
Idea Stores	8,713
Sports and physical activity	738
Local history	1,977
ESOL hub	163
Bengali arts	105
Growth opportunities for Q4	
New and/or recently added bulletins	
Severe weather updates	63
Arts and events, arts news	1,699
Total (engaged subscriptions)	22,479
Potential new and/or currently inactive bulletins	
Consultations	461
Business skills and apprentices	499
Health and wellbeing	681
Clean and green	504
Social media digest (automated)	
Additional subscriptions to engage with in Q4	2,145

Internal communications

Summary

Over the period of the last quarter we have introduced new methods of engaging and informing staff from regular Smarter Together POD sessions, Yammerlive with CLT and the first managers conference.

These have supported the changes we needed to make to help us with our Investors in People (IiP) work and to improve the way we communicate with staff. We are now able to engage with staff through two-way communications, which allows us to gather feedback and staff views. It also has introduced cross-departmental communications and collaboration, empowered staff and opened up new lines of communication.

We have seen some great engagement stats and received positive feedback from staff.

Internal plasma screens

The internal plasma screens are updated weekly with key messages for staff. All screens at Mulberry Place, John Onslow House, Albert Jacobs House, Registrars and Car Parking Pound are now accessible through the cloud service.

th now (weekly all staff newsletter)

The average open rate for October to December was 57.5 per cent. The top read articles over the

quarter were the employee spotlight and the chief executive's welcome message.

Managers' Briefing (Monthly managers' newsletter)

In October, we improved the template and design of the newsletter, which now allows us to track opens and click through rates. The new look includes more visuals, likes, comments and a poll option. We also introduced a welcome message feature from a manager in each edition.

Staff wellbeing

We recently supported several initiatives which include – Flu clinic dates, latest Step Jockey challenge, Mental Health Day and Back Care Awareness as well as the Employee Assistance Programme. We will be working closely with the HR team to promote the 2019 programme of monthly promotions. We will measure the effectiveness through the uptake of offerings throughout the council.

Investors in People and TOWER values

Over the past few months, we have been working closely with HR and other departments in preparation for the IiP assessment to retain our silver rating.

We were re-assessed in December and the result will be announced in January.

Staff survey

During November, we held an all staff survey. BMG Research was appointed to carry out the survey, which will help us to see how we are doing since the last all staff survey held in 2016 and the IiP survey in 2017. The results of the survey will also feed into our IiP assessment.

We supported the promotion of the survey with HR and BMG Research.

We had a very good response, with **2,300** permanent staff responses, as well as **200** agency staff – which out of 4,500 staff is considered a strong sample group. Once the full breakdown of the results is received in January, HR will be working closely with staff to analyse the results to make plans for improvements.

Managers' conference

In November, we worked with HR to hold the first Managers' conference for all line managers.



The event was held at York Hall in Bethnal Green and we had around **400** managers in attendance. The Managers' conference was an opportunity to

look at our journey, the achievements we have made so far and what we need to do to continue on the path to making a positive difference together in the drive for excellence.



The event was positively received and we will be working with HR to further support managers through events and communications in 2019.

Your Voice Ambassadors (YVAs)

The final phase of recruitment closed in December. We launched the recruitment with new branding across all our internal channels. We now have **49** YVAs supporting the council across departments and sites. We will be working with HR and Smarter Together teams to promote the YVAs and working with them to create a project plan.

Compliment a Colleague

The 'Compliment a Colleague' scheme recognises staff who have gone the extra mile and creates a constructive culture of positive recognition. In November 2018, we updated the process, so that everyone who is complimented receives a direct notification by email.

We have received **410 compliments** to date. All compliments are also promoted weekly in the now

and on a daily basis on the intranet.

Smarter Together

During the past few months, we have been working with the Smarter Together team to support various projects through our internal communication channels.

Your Service, Your Idea

This scheme offers staff the opportunity put their views and ideas forward on how we can achieve better outcomes through better partnership working and digital innovation. We are working with the Smarter Together team to communicate the ideas and to create an online live dashboard using Yammer.

POD sessions

The sessions are interactive sessions where we explore the changes we should make to the council in our current buildings, and what we could plan in going forward, for our new Town Hall. During October, we held the third POD session, which focused on changing the customer journey. We had a great attendance with **80** staff.



In November we held a session on outcomes and how we need to change the way we work to achieve better outcomes, with **72** staff in attendance.

The sessions have been very well attended and we are currently planning the monthly sessions for 2019.

We have introduced a lightbox display in Mulberry Place reception and lift stickers to promote and raise awareness of Smarter Together and the Town Hall. We are currently looking at other options for Albert Jacob House and John Onslow House.

Yammer

Since the last quarter **334** staff members have joined bringing the total to **1,215** with **1,038** members active. There are **143** groups active and **756** posted messages, with a reach of **48,508** who read the messages.

Yammerlive with CLT launched in October. The monthly sessions allow staff to engage and ask any question to members of CLT. So far we have held three sessions and the group currently has **135** members although the messages are reaching a lot more staff. The three sessions were supported by internal comms and there were a total of **107** posted messages. Over **9,000** messages were read with **3,773** of these message read by staff not subscribed to the group.

Chief executive roadshows

We worked with HR and supported the chief executive roadshows. The Roadshows were held across staff office locations during November and December. They included an engagement activity on our place campaign – which was well received by all staff. Around **87 per cent** of places across all roadshows were booked in advance.

Staff volunteering

Over the past few months the HR team has been working to create a volunteering policy to support staff in their volunteering aspirations in partnership with Volunteering Centre Tower Hamlets.

We supported this work with the promotion of a volunteering survey, which was held in November, to gain insight into volunteering habits and ambitions.

We received **145** staff responses and will be working with HR to promote the policy.

Data

Managers' Briefing

October			
Open rate	59%		
Top three	1 Welcome from Afazul Hoque 2 Good management together: liP 3 All Managers' Conference		
Manager open rates	572	Total clicks	705
November			
Open rate	57%		
Top three	1 Welcome from Amanda Harcus 2 New mobile phone contract 3 Christmas and new year arrangements		
Manager open rates	557	Total clicks	804
December			
Open rate	51%		
Top three	1 Welcome from Shazia Hussain 2 Customer services: changes to switchboard 3 New mobile phone contract		
Manager open rates	504	Total clicks	590

Internal all staff newsletter

Key indicator	4 October	10 October	17 October	24 October	1 November	7 November	14 November	22 November	29 November	6 December	12 December	20 December	
Open rate	60%	60%	59%	56%	57%	57%	58%	57%	59%	57%	57%	54%	
Top three most popular items	1	Employee spotlight	Employee spotlight	Employee spotlight	Employee spotlight	Employee spotlight	Chief Executive's message	Employee spotlight	Employee spotlight	Employee spotlight	Chief Executive's message	Employee spotlight	Chief Executive's message
	2	Chief Executive's message	Chief Executive's message	Chief Executive's message	Town Hall latest news	Chief Executive's message	Employee spotlight	Chief Executive's message	Staff mobile phone message	Chief Executive's message	Employee spotlight	CE's message – Ofsted	Employee spotlight
	3	Award winning apprentices	Staff competition giveaway	Impact of Brexit – staff event	Chief Executive's message	Events round up	Internal Vacancies	Nominations and awards round up	GDPR	Tramshed launch	Staff prize draw	Staff Competition – football tickets	New corporate gym

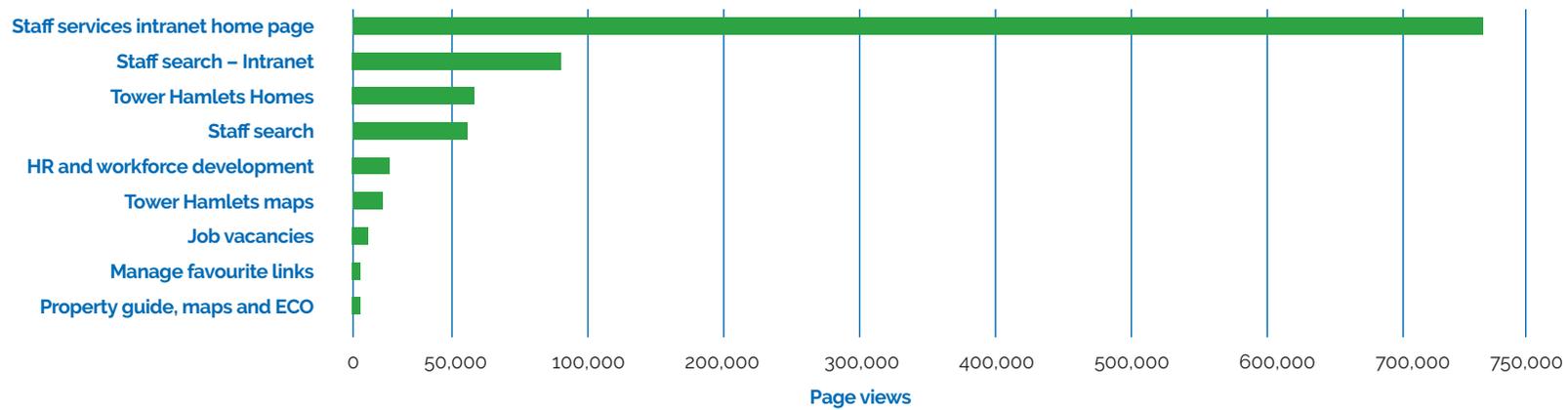
60%

The highest open rate of the internal staff newsletter in Q3

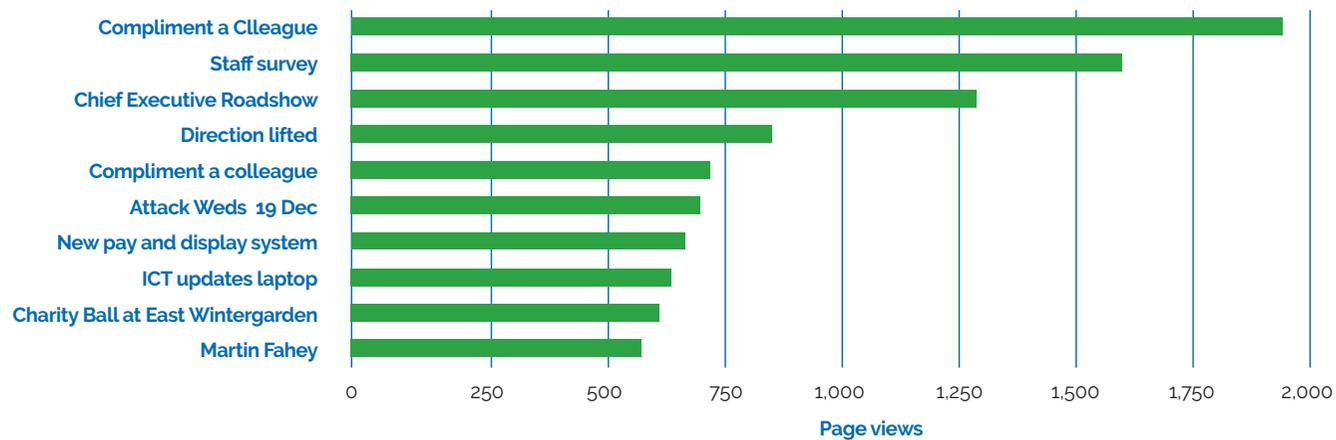


Data

Intranet – most popular pages



Intranet – most popular news stories



Marketing

Summary

The Panacea management system continues to be used to monitor and manage all chargeable marketing jobs and projects across the council.

The communications team continues to receive requests from services for marketing, design and print support from across the council outside of the key campaign material. The Panacea system has now been re-tendered and a contract is in place as part of a wider dynamic purchasing system (DPS) for print and design. New modules available include e-procurement, which will allow seamless quote call-off from the DPS and will be integral in evaluating any new print or design suppliers joining the framework. Also being added is the purchase-to-pay system, which allows immediate recharging and avoids lengthy invoice processing and chasing delivery confirmation. This process is likely to be in place by January.

Additional campaign channels

As we continue to build on our marketing infrastructure, we are identifying additional means of acquiring outdoor advertising space to display key campaign work and generate income. We are currently requesting a list of possible advertising sites that can be erected on council-owned land as well as identifying existing advertising hoardings that could possibly be converted to digital panels.

We are also negotiating with the highways team to

utilise some of the heavy duty lamp post columns within the borough to display advertising banners in conjunction with Bay Media.

CIPS re-tender

The contract with JCDecaux supplying advertising space on 43 community information panels (CIPS), six-sheet size, expired in 2015. The team has identified, and passed on to the planning team, a selection of possible sites that can be included in the overall 60 locations. We have given JCDecaux a year's notice to terminate the current agreement, and will continue the procurement process for the re-tender of sites.

Brand refresh

We have commissioned an external agency to proceed with the research phase of the brand refresh. As part of the research phase we will be conducting a set of internal interviews and focus groups as well as a workshop with CLT members. The aim of these sessions is to gain understanding from senior managers about their perceptions of Tower Hamlets as a council and a place, whether our current brand guidelines accurately reflect us and our ambitions, and what new visual brand guidelines should represent.

The research will provide data that will allow us to build our brand narrative, and with the backing of CLT and SLT members, begin to put together

and roll-out a new set of brand guidelines. The workshop and sessions will begin in January.

Idea Stores

We have presented the Idea Stores with initial proposals for a brand refresh, including how the Idea Stores brand appears alongside the Tower Hamlets brand within buildings as part of their interior design work.

External plasma screens

Control of all external plasma screens has now been handed over to the marketing team. This allows the team to keep material as up-to-date as possible and have more flexibility over what campaign material is displayed.

Smarter Together lightboxes

Two lightboxes have been installed at Mulberry Place. Lift stickers have also been placed here and at Albert Jacobs House, John Onslow House. The lightboxes summarise the Smarter Together narrative and the story of our move to a new Town Hall in 2022, to engage both residents and staff in the transformation of the council.



Lightboxes



Lift stickers

Data

Marketing work undertaken through Panacea

Key indicator	Results
Number of jobs delivered through Panacea this quarter	327
Total value of marketing activity completed (inc. mark-up)	£126,662.50
Total mark-up generated	£11,767.55
Total pre-press (e.g. design) activity	£38,294.50
Total print, finish, mail activity	£72,935.15
Total advertising activity	£15,330
Number of projects areas covered	64

Client feedback

	Excellent	Good	Satisfactory	Poor
Account management	94.74%	5.26%	0%	0%
Creativity	86.11%	11.11%	2.78%	0%
Print quality	91.89%	8.11%	0%	0%
Schedule	81.58%	13.16%	5.26%	0%

Key marketing jobs and projects were undertaken within the following areas, including:

- Mayor and chief executive Christmas cards
- Social work academy
- Parenting support
- THAMES project and partnership
- School menus
- 15/30 hours free childcare
- Dealing with Crisis
- Young People's Advice Centre
- Speaker's Charity Ball
- HMO
- VAWG
- Ideas Stores
- DAAT
- Alcohol awareness
- Local account magazine
- Early help branding
- IEYS/Children's centres branding
- Young mayor youth event
- ESOL learner handbook
- KEMP newsletter
- Workpath/Young Workpath and Careers service
- Our East End advertising
- Chief executive's roadshow
- Safer Together
- Love Your Neighbourhood
- Housing
- TOWER values
- Fireworks
- Somali task force
- Breathe Clean
- Managers' conference
- Victoria Park events
- Yammer
- Smarter Together Town Hall
- Town Hall project (hoardings)
- Brexit Commission
- A Season of Bangla
- Your Borough, Your Future
- Yammer
- Children's social care recruitment
- Safeguarding Month
- Tower Hamlets brand refresh
- Corporate governance review
- Carers' survey
- Sports development activities
- Your Voice ambassadors
- Growth strategy

£126,662.50

The total value of marketing activity undertaken in Q3





Communications quarterly report 4 January – March 2019



Contents

Overall summary	3
Communications objectives	5
Campaigns	6
Media	9
Digital	13
External newsletter	16
Internal communications	19
Marketing	23

Overall summary

Welcome to the quarter four communications report. This report shows how communications and the wider council has progressed with delivering the ten objectives set out in the communications strategy 18/19.

External campaigns

18 gold and silver campaigns with multi-channelled communications plans based on the OASIS model have been developed and delivered across the year. Two campaigns, including our long-term place campaign, are in the research and development stage and will be carrying over into the next financial year. Page eight also shows which other campaigns, with updates and potential new approaches, will be continuing into 2019/20.

Seven entries for external campaigns and communications activity were shortlisted for awards this year - with one highly commended and two wins from the LGC, Comms 2.0 and PRCA.

A key highlight for this quarter is our 'this is your home too' campaign for the Brexit Commission that is being carried on refuse vehicles, community information panels and screens in council buildings. The approach has attracted widespread attention and praise from the local government sector and residents.

Media

Across the last year, we have generated over **4,114** pieces of print, broadcast and online coverage. **51.9 per cent** of this was positive, **39.6 per cent** neutral, and **6.3 per cent** negative.

Overall, quarter four was a strong period with more than half of all coverage received being positive. The total coverage increased in this period but this was due, in significant part, to the amount of national attention we received as a result of the Shamima Begum case (refer to page 9).

With only a few specific exceptions, the Begum coverage was recorded as neutral which is reflected in the **47.3 per cent** rise in neutral sentiment from 298 stories in quarter three to **439** in quarter four.

We saw an overall increase of **9.6 per cent** in the number of positive stories with Brexit, air quality initiatives and community safety among the most reported issues.

Our trade press coverage was also strong for this quarter with an overall increase in both numbers and positive sentiment. We saw particularly good coverage in the planning and building press as well as the key local government titles.

We continue to maintain a very positive relationship with the BME print and broadcast media. With the exception of a slight increase in negative sentiment during February related to the controversies around community language provision, BME outlets are taking an overwhelmingly positive tone on council news.

Residents' e-newsletter

We now have **28,294** total subscribers to council newsletters through our Granicus system. This includes an increase of subscribers to our residents' e-newsletter by **115 per cent**. This strong growth has been achieved through a concerted effort to drive engagement across all communications channels in the final two quarters of the year. The significant uplift means we have exceeded our annual target while maintaining engagement with our readers. Our open and click rates for the year averaged at **52 per cent** and **12 per cent** respectively. These continue to be substantially better than local authority benchmarks and are trending upwards.

Marketing

This quarter saw initial work beginning on the visual brand refresh, kicking off with the research process. We carried out a workshop with CLT members, individual interviews with the chief executive, the mayor, and a selection of divisional directors. We also ran two branding focus groups with partnership organisations and service users. The draft report was delivered to the team for review at the end of March. Print and design requests continue to rise with **346** design and print projects being processed through Panacea this quarter.

Digital

Overall visits to the website have increased by close to **one third** from the same period last year. Statistics show the changes to the homepage layout made at the end of quarter three are

helping visitors transact quicker. We now have **20,393** registered users on the Firmstep platform, an increase of **11 per cent** from the previous quarter. The number of forms completed online this quarter saved the council **£130,524** compared to face-to-face, based on SOCITM figures.

We have made positive improvements to our social media content this year, focusing on a more strategic approach and high quality content. This has resulted in a **28.8 per cent** audience increase over the year. Instagram performed particularly well with a **70.6 per cent** increase in followers. Orlo, our social media management tool was brought in at the end of quarter three, and is helping us identify the most effective usage of social media for campaigns, as well as improving our two-way conversations with residents on a range of issues.

Internal

The highlight of this quarter is the achievement of the council retaining the Investors in People (IIP) Silver Standard in January 2019. We received positive feedback on the improvements we have made through the introduction of new and improved internal channels.

This quarter we have seen improvements in the open rates for the monthly Managers' Briefing - the average is now around **60 per cent**.

We worked closely with HR to hold our annual staff awards and conference in March where we launched our volunteering scheme. The event was well received, with around **500** staff in attendance. From the feedback received staff enjoyed the place campaign panel and were also interested in finding out more about how we can improve recycling internally within our buildings.

This quarter, we have also launched our Customer Service Promise Campaign, which will continue throughout the year supporting our external Go Online campaign.



Communications objectives – progress

1. We all tell our story:

- Place campaign research and placemaker partners were part of a panel discussion at the Tower Staff conference.
- International Women's Day videos promoted key place based content.

2. Build our audiences – online:

- Registered users on Firmstep have continued to increase, with a **11 per cent** rise from the previous quarter.
- Continued transformation of website including putting services online and work to inform the council of the need to create more accessible content.
- New website has been launched for THAMES (the music service) www.thames.towerhamlets.gov.uk. Other microsites and significant web improvements are ongoing.

3. United under one brand:

- Research phase of the brand refresh finalised and report presented to chief executive.
- Initial visual concepts to be produced based on brand values identified in research.
- Scoping work underway to bring the Tower Hamlets brand into Idea Stores and leisure centres in a more consistent way.

4. Digital communications content with everything:

- Newsletter, website and social media continue to support each other for cross channel subscribers.
- **41 videos** produced in the quarter and used across multiple channels.

5. Better stakeholder engagement with our residents and businesses:

- Centralised newsletter tool, Granicus, continues to grow and now has **28,294** active, engaged subscriptions. Sign-ups to the residents' newsletter increased by **115 per cent** over the year.
- We are procuring an online consultation platform for quarter one on 19/20 to improve how we engage and consult residents digitally.
- Consultation guidance is being drafted together with strategy colleagues.

6. Better social media - better customer service:

- **28.8 per cent** increase in social media followers over the year.
- **70.6 per cent** increase in followers on Instagram and **25.2 per cent** for LinkedIn over the year.
- Secured our place at number **14** on the list of most followed London boroughs on Twitter.
- In quarter four, we reached **1,778,203** social media users.

7. Street advertising – more channels, more revenue:

- Additional CIP locations identified and with planning team for feedback on pre-approval –potential to bring the number up to 60 units.
- Negotiating with highways and Baymedia to install lamp post banners on appropriate sites – Brick Lane identified as initial test site.

- Began scoping work for billboard sites across the borough – cross referencing potential sites with advertising schedule.

8. Communications at the start for better outcomes:

- Communications officers attending DLTs, CLT, SLT and SMF to present bird's-eye view across the organisation and to pick up issues and opportunities for promotion.
- Strategy and communications colleagues working closer to align and share work to help with future planning.

9. Strategic internal communications for more cut through:

- Improved engagement statistics through the Managers' Briefing newsletter with new design and features.
- Launched the Customer Service Promise.
- Worked with HR to arrange the annual TOWER staff conference and awards.

10. Media with the biggest impact:

- Over the year: **4,114** pieces of print, broadcast and online coverage. **51.9 per cent** positive, **39.6 per cent** neutral, **6.3 per cent** negative.
- Quarter four – more than half of all coverage received was positive.
- Total coverage increase in this period – affected by national attention we received as a result of the Shamima Begum case.
- **9.6 per cent** increase in the number of positive stories with Brexit, air quality initiatives and community safety among the most reported issues.

Campaigns

Some of the highlights in quarter four have included:

Brexit

The Brexit Commission's work culminated with a report into the likely impact of the UK's departure from the EU on Tower Hamlets.



We have supported the commission's work across all channels, including the promotion of calls for evidence, the delivery of in-person consultation events, the live-streaming of evidence sessions and the design and production of the formal report.

The report was officially launched at City Hall in February at a well-attended event, which generated significant positive media coverage, including a prominent piece on BBC London.

The Brexit campaign continues with a more targeted focus on information sharing with residents and partners. We have created a sector-leading Brexit toolkit online and in recent weeks we have supplemented that with a resource hub providing campaign materials and other information for partner organisations. Our 'this is your home too' posters are being carried on refuse vehicles, community information panels and screens in council buildings. The approach has attracted widespread attention and praise from the local government sector and residents.

Safer Together Operation Continuum

Publicity on Operation Continuum, a joint campaign between the council and police to tackle the drugs market in Tower Hamlets has continued. A joint press release achieved regional media coverage of the latest round of raids; videos of community safety council services were published on the council's website; a new reassurance leaflet was developed and handed to residents to highlight partnership achievements from the drugs raids; members' were made aware of the operation through the Members' Bulletin and an overview of Operation Continuum was published across the borough's community information panels.



More than **160** drug dealers have been put in prison as a result of this year long campaign; **119** people have been referred to drug treatment services and **226** enforcement orders have been issued by the commercial waste team.

Martyrs' Day remembered

A media invitation secured 10 different media outlets (print and broadcast) at the event, and the press release ensured that **1,600** people attended Martyrs' Day. There was wide coverage in local and BME media and more than **2,000**

people were reached on social media. The event demonstrates the council's commitment to No Place for Hate.



Violence against women and girls

The achievements of the No Place for Hate team and violence against women and girls team were celebrated at March's cabinet meeting. This along with their recent win of the LGC award for team of the year was covered by local and BME media.



Healthier Lives Big Half

We held a meeting together with the highways team and residents to raise concerns before the Big Half was launched to share London Marathon Events' plans for the Big Half and the impact it would have on the borough. Information about the event



was promoted: in the council's e-newsletter; on plasma screens in IDEA stores; in the Members' Bulletin; on the council's website; and through social media. A press release secured coverage on local and BME news outlets. The event included nearly **1,000** runners and **44** community groups from Tower Hamlets. There were no complaints from residents this year.

No Smoking Day

Stop smoking advisors have helped more than **1,340** people quit smoking/tobacco over the past year, thanks to help from local council advisors. We promoted events in the community that gave residents advice and tools to stop smoking, on social media and shared with local and BME media.

Breathe Clean

The first Play Street and first School Street were announced. These initiatives close roads around schools to traffic and encourage the community to use them for awareness raising about air pollution in a gamification model. They were promoted widely and positively on social media, through the council's e-bulletin and were covered by trade, local print and BME media. The School Street story was covered by the Evening Standard.



Love Your Neighbourhood Big Clean Up

Held between 24 February and 3 March, our sixth Big Clean Up was our biggest yet. Almost **200** volunteers of all ages came together to pick up litter that filled **131** large waste sacks, as well as **six** large green waste bags that each hold 1000kg. The Big Clean Up continues to play a key role in encouraging civic pride and empowering residents to improve where they live, and has now involved **540** people at more than **60** events since late 2017.



Our new mobile app

We also launched our Love Your Neighbourhood app (replacing the previous FiFiLi app) to enable residents to stay up to date or report issues, all in the palm of their hand. The refreshed designed and new features have increased the number of reports coming through the app by nearly **40 per cent** (when compared with quarter four 2017-18). This means more residents are engaging with us to improve local areas and respond to problems quickly. We will continue to roll out improvements and add features to the app, including exploring synergies with our summer events programme.



Housing

We continue to tell the story of how the council is fulfilling the mayor's key commitment to deliver 2,000 council homes across the borough.



We promoted the story of the mayor and the London Deputy Mayor for Housing and Residential Development, James Murray, as they broke ground on a construction site that will lead to **24** new council homes in Stepney in 2020 along with an improved family play area, designed in consultation with local families. This scheme is the first to start as part of the Mayor of London's council house building programme. We also secured positive coverage of the decision of the Development Committee to approve five new council houses to be built on the site of the former Stepney Library in Sidney Street, which will deliver five new council homes.

Tower Hamlets is a founder member of the pan-London modular housing project Capital Letters, an innovative homelessness project. An announcement in March of the project was covered across the trade and regional press including the Evening Standard.

Campaigns table

Campaign (G, S – Gold, Silver)	Preparation/research	Launched	Completed	Continuing to 2019/2020
Place (G)				
New budget (S)				
Tackling the housing crisis (G)				
WorkPath (G)				
Breathe Clean (G)				
Safer Together (G)				
Summer events (S)				
Community hubs (S)				
Healthier Lives (G)				
Going Digital (G)				
Social work academy and children's summits				
Love Your Neighbourhood (G)				
Waste strategy (G)				
Mela/major events (S)				
Kemnal Park (S)				
Town Hall (G)				
Recruitment (S)				
Supporting carers (S)				
Adult – direct payments (S)				
Brexit Commission (S)				
Smarter Together/Town Hall (G)				
Customer Service Promise (S)				
Staff wellbeing offer (S)				
Staff Volunteering Scheme (S)				
CEX roadshow, staff conference and awards (G)				
TOWER values (S)				
Yammer launch (S)				



Media

We continue to work with existing media contacts and develop relationships with new ones to help promote stories illustrating success in the council's strategic priority areas. This work is dependent on support from service colleagues giving us access to stories, insight and contacts.

Overall, quarter four was a strong period with more than half of all coverage received being positive and fewer than one in 10 stories being negative about the council.

Some of the key highlights in quarter four have included:

Shamima Begum

The council received substantial national media attention as a result of a Times journalist locating a former Tower Hamlets resident, Shamima Begum, in a Syrian refugee camp in February. In 2015, 15 year old Shamima fled to Syria and subsequently became a Jihadi bride. After she was located in the camp, her lawyer took up her case to return to the UK. With her family still based in the borough and as she was underage when she left, the council was put in the spotlight.

The council was mentioned in numerous stories following extensive briefings from Shamima Begum's lawyer (who made a number of allegations against the council and the Metropolitan Police). This was handled by a set of statements that we issued at the start of the story and we maintained that messaging as the story

developed including around radicalisation and Prevent.

Bait and switch scam

In January, we issued media briefings about a major enforcement success by the trading standards team against a letting agency that had misinformed a prospective renter about the property that was available to rent – known as 'bait and switch'.

The Letting agency SDV HQ Ltd were ordered to pay a £167,000 fine and compensation of £740 to the renter for a misleading room advertising scam after Tower Hamlets Council intervened.

The case was covered by media including Daily Mirror and BBC TV and featured the mayor and trading standards officer Bridget Rushmoor talking about how the council had supported the renter.



Operation Continuum

Also in January, we worked with the BBC's Inside Out producers on a programme about drugs in Wapping and Bethnal Green.



Residents there have seen open drug dealing and anti-social behaviour (ASB) activity near their homes and sought to take on their own private security.

We worked with our CCTV colleagues to allow the BBC to film inside the council's CCTV centre, the first time that cameras had done so, as well as interview Alun Goode, the council's ASB support manager on the programme.



The council was able to show our partnership work and how we share intelligence. The programme was balanced and also featured footage taken on an Operation Continuum raid. The footage was clearly marked with Tower Hamlets Council, showing our central role in the continuum partnership. The police borough

commander also appeared on BBC London's Vanessa Feltz programme about the issue and the two pieces complemented reach other sharing joint messages.

Serious case reviews (children's)

We prepared the Director of Children's Services and the chair of the Safeguarding Children Board with briefings and media training for the publication of two serious case reviews. We created a comprehensive media handling plan and proactively offered them to the media for interview. The cases were reported neutrally with the council's position represented.



Graffiti and street art strategy

In February, we proactively sold in a media story around the council's graffiti and street art strategy that was agreed by Cabinet in February. The strategy includes both significant investment in graffiti removal and an acknowledgement that appropriate street art with community support can drive tourism and be a popular addition to the borough.

The story was covered on BBC London breakfast news and a fuller feature on the BBC London evening news. The mayor also went head to head with BBC's Vanessa Feltz on BBC Radio London on what constitutes art.

Key moments

January

- Council offers free Christmas tree recycling for residents.
- Emergency measures brought in for rough sleepers as temperatures fall.
- Council reaches out to Bangladeshi businesses as preparations for Brexit continue.
- By-elections in Lansbury and Shadwell in February.
- Holocaust Memorial Day events in January 2019.
- Approval for the Tower Hamlets budget.
- Mayor's Early Years Summit harnesses parent power.
- Tower Hamlets is prepared this winter.
- Council awarded Silver Investors in People.
- Work starts on 24 new council homes in Stepney.
- Council gets permission to build five new family homes as the drive to 2,000 continues.
- Council steps up support for residents and staff in the run up to Brexit.

February

- Council shows zero tolerance to Female Genital Mutilation (FGM).
- Robust and innovative technology in place to ensure free and fair by-elections in Tower Hamlets.
- Football clubs receive cash boost thanks to Mayor's Cup.
- Tower Hamlets Brexit Commission warns of future funding and skills shortages unless Government acts.
- Celebrate LGBT History Month.
- Half-term fun for the whole family.
- Tower Hamlets Brexit Commission warns of future funding and skills shortages unless Government acts.
- East End designer lights up London Fashion Week.
- Council helps support residents to prevent fuel poverty.
- Statement about Shamima Begum Case.
- Serious case reviews.
- Celebrate Women's History Month.

March

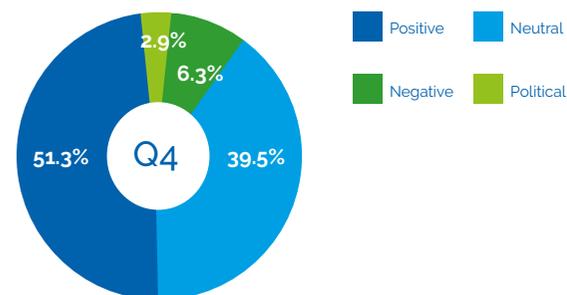
- Council's efforts to tackle hate and violence in Tower Hamlets wins national award.
- Council invests £7.8 million into a new three year Local Community Fund.
- Elections to choose the young mayor and five deputies.
- Safe East marks its first year at Mile End.
- Local Plan consultation opens.
- New orchard for Victoria Park.
- Recycling, food and garden waste collection days to change.
- Council offers new service to help non-UK EU citizens with EU Settlement Scheme applications.
- Mayor of Tower Hamlets responds to terror attack in New Zealand.
- Council joins with construction industry to bust the gender gap.
- Annual Parent Conference.
- Licensing scheme to protect tenants.
- Should a new parish council be created in the Spitalfields and Banglatown area?
- Jaami Barry elected as new Young Mayor of Tower Hamlets.
- Landlord fined for failure to license a home in multiple occupation.



Media activity

Reporting month (209)	Media enquiries received	N° of press releases
January	34	25
February	41	19
March	29	26
Q4 Total	104	70
Q3 18/19	73	84
% Change	42.4%	-16.7%%

Tone of coverage



Tone of coverage by month

Key Indicator	January	February	March	Q3 18/19 Total	Q4 Total	% Change
Total mentions All media	342	406	362	Total 862 Positive 502 Negative 47 Neutral 298 Political 15	Total 1110 Positive 570 Negative 70 Neutral 439 Political 31	Total +28.7% Positive +9.6% Negative +48.9% Neutral +47.3% Political +106.6%
National coverage	48	67	53	Total 103 Positive 30 Negative 9 Neutral 61 Political 3	Total 168 Positive 27 Negative 14 Neutral 118 Political 9	Total +63.1% Positive -10% Negative +55% Neutral +93.4% Political +200%
Regional coverage	34	31	16	Total 74 Positive 29 Negative 5 Neutral 38 Political 2	Total 81 Positive 20 Negative 10 Neutral 49 Political 2	Total +9.4% Positive -31.1% Negative +100% Neutral +28.9% Political 0%
Local coverage	83	98	104	Total 212 Positive 114 Negative 13 Neutral 75 Political 10	Total 285 Positive 105 Negative 16 Neutral 144 Political 20	Total +34.4% Positive -7.9% Negative +2.3% Neutral +92% Political +100%
Trade coverage	52	56	51	Total 144 Positive 53 Negative 11 Neutral 80 Political 0	Total 159 Positive 61 Negative 7 Neutral 91 Political 0	Total +10.4% Positive +15% Negative -36.7% Neutral +13.7% Political 0%
BME	125	154	138	Total 329 Positive 276 Negative 9 Neutral 44 Political 0	Total 417 Positive 357 Negative 23 Neutral 37 Political 0	Total +26.7% Positive +29.3% Negative +155% Neutral -16% Political 0%

Positive – A positive story about the council
 Negative – A negative story about the council
 Neutral – Mention of the council but with no overall positive or negative tone
 Political – Party political commentary, a story authored by a politician, or one carried in a party-affiliated publication

Digital

Some of the key highlights in quarter four have included:

Website

Visits to the website continue to increase, with close to a one third increase in visits this quarter compared to the same period last year. The joint work with customer services to improve online services and the change to the single number means that the 'contact us by phone' page is no longer in the top 10 most visited pages.

We had close to **190,000** more visits to our site this period compared to the same quarter a year ago, with February seeing the biggest increase with a **31 per cent rise** and close to a **27 per cent** rise for the quarter.

The most popular pages included jobs, planning applications portal, online payments, school term and holiday dates, parking permits and council tax. For the first time, the website search is in the top 10, while the contact us by phone page is not. The contact page is the ninth most visited page. Better online services, combined with the launch of the single phone number this year should continue to reduce this demand in the coming year.

	January	February	March	Q4 total
Visits 2018-19	304534	275541	304320	884395
Visits 2017-18	238695	210455	246294	695444
Percentage change	27%	31%	23.6%	27.2%

Consultations

- Community Governance Review phase two (ongoing). **Responses: 151**
- The London Smoking Cessation Transformation Programme Stakeholder Communication Survey (ongoing). **Responses: 2**
- Community School Admissions 2020-21. **Responses 41**
- Safeguarding adults strategy (closes 4 April 2019). **Responses: 5**
- Strengthening Councillor engagement with the community. **Responses: 10**
- Consultation on special provision capital fund for children and young people with SEND. **Responses: 49**

Homepage changes

At the end of quarter three, on 11 December, we updated the homepage layout on desktop and mobile view to better highlight transaction shortcuts. Early figures suggested this had a positive impact with a clear decrease in number of visits that include the 'contact us by phone' or the 'contact us' page. This is confirmed by quarter four figures.

The number of visitors who pay their council tax (**241 per cent increase**) and penalty charge notices (**265 per cent increase**) straight from the homepage has significantly increased from quarter four in 2017/18. The number of visits that include the 'contact us' or 'contact us by phone' page have both decreased.

Percentage of visits to the site		
Date range	Contact us	Contact us by phone
Q4 2018-19	1.6%	1.7%
Q4 2017-19	3.3%	3.3%

Online forms

We now have **20,393** registered users on the Firmstep platform. This is an increase of 11 per cent from the previous quarter. We have found a more accurate measure of active, registered users, which puts the number at **17,477** at the end of quarter four. For coming quarters we will use this number to compare.

With key new services going online in the coming quarter, the number of registered users should continue to increase, along with the related savings.

Savings

Based on SOCITM figures, **£8.62** is saved per online transaction compared to face-to-face and **£2.83** compared to phone. Savings of half an hour are on average achieved with an online form compared to a paper form submission. Using this data, the number of forms completed this quarter saved the council **£130,524** compared to face-to-face. Compared to phone, we saved a total of **£42,852**.

The biggest savings were for revenues and benefits, where Firmstep submissions generated a quarterly

saving of **£63,443** compared to face-to-face, or **£20,829** compared to phone.

With forms submitted online rather than in paper format, the council saved **7,573** hours of work for the quarter.

Social media

We continued to cultivate strong growth across our social media channels in the fourth quarter, which has supported a notable annual increase in followers and engagement. Our audience grew by **28.8 per cent** and at the end of 2018/19 now totals **31,236**.

We continue to embed our new social media management tool, Orlo, which is helping us to make smarter use of social media and supports the council's customer service improvement journey. We are increasing our response rate to social media comments and focusing on having two-way meaningful interactions with residents, aiming to convert negative interactions into positives, as well as set the record straight on issues raised.

However, this includes responding to an increasing volume of customer service complaints, particularly around waste management and a perceived lack of street cleaning. Orlo will help us to better track and quantify these interactions.

We are increasingly focusing on higher quality and strategic content, rather than prioritising the volume of content going out.

We had a steady volume of videos produced across the whole team, with a total of 41 videos filmed, edited and published. While this was a slight decrease from video production in quarter four, this was fully expected given our Christmas campaign delivered an extra 25 videos in quarter three. More importantly, the number of video views was effectively consistent with the previous quarter.

An example of strong content came for International Women's Day on 8 March, when we produced and published a series of videos featuring women in senior roles at the council. This campaign generated more than **1,000 engagements** on our external communications channels alone, and came as part of the council's broader programme of events to mark Women's History Month across the borough. Other videos that performed particularly well were for our Breathe Clean and Brexit campaigns, Big Clean Up 6, World Kidney Day and the launch of Play Streets. Video content performed best on Twitter and LinkedIn.

Our followers across all of our social media channels increased by **5.4 per cent** over the fourth quarter, supported by varied content that helped us reach new social media users.

In the same period, our reach on social media increased by **34 per cent** to a total of **1,778,203** social media users. This demonstrates the value in continuing to harness social media to connect with our residents and indicates that despite steady

growth, we continue to engage our audiences and share content that interests people.

Twitter:

- Our followers now total **17,878**, which is a positive increase of **18.1 per cent** over the year.
- Our total engagements and impressions went up in quarter four, meaning more people are seeing and expressing interest in our content.
- When compared with the other most followed London boroughs, during quarter four we secured our place at number **14** (taking over Ealing Council). We now need to increase our followers by **24 per cent** to secure our place at number **10** in the list.

Facebook:

- Our page likes now total **4,289**, and have increased by a notable **55.1 per cent** over the year.
- We maintained our place at number **16** in the list of London boroughs, and would need to grow our followers by **53.7 per cent** to reach the top **10**.

We are also focusing on LinkedIn and Instagram as key priority platforms for the year ahead. Over the last year, Instagram saw the biggest increase in followers (**70.6 per cent**). This is a key platform we're working to build up and will have an important role in reaching more of our younger residents and for our place campaign. LinkedIn grew by **25.2 per cent** last year. Engagement is strong on both platforms and demonstrate huge potential for 2019/20.

Social media

Key indicator		Q3	Q4	% change	% change from Q4 2017-18 to Q4 2018-19
Facebook	Page likes	4,017	4,289	6.7%	55.1%
	Page followers	4,228	4,517	6.8%	57.1%
	Total Reach	285,914	215,865	- 24.5%	
	Total post engagements	12,947	19,277	48.8%	
	Paid post engagements	1,210	1,671	38%	
	Paid reach	38,280	143,561	275%	
Twitter	Followers	17,202	17,878	3.9%	18.1%
	Tweets	842	941	11.7%	
	Total impressions	1,202,563	1,421,667	18.2%	
	Retweets	1,903	1,844	- 3.1%	
	Total engagements	23,961	26,136	9%	
	Likes	3,388	3,283	- 3%	
	Paid impressions	28,553	135,303	373.8%	
Paid engagements	1,104	2,269	105.5%		
Instagram	Followers	2,232	2,538	13.7%	70.6%
	Impressions	35,030	54,788	56.4%	
	Reach	26,171	36,139	38%	
Videos	Instagram video views	2,721	1,439	- 47.1%	
	Total Facebook video views	20,995	10,100	- 51.8%	
	Paid Facebook video views	n/a	n/a		
	Total Twitter video views	17,554	25,220	43.6%	
	Paid twitter video views	3,799	n/a		
	LinkedIn video views	4,986	8,630	73%	
	YouTube views	4,755	7,723	62.4%	
	Total video views across channels (paid and organic)	54,810	53,112	- 3%	
LinkedIn	Followers	6,076	6,423	5.7%	25.2%
	Impressions	85,211	85,883	0.7%	
	Engagement	3,184	3,906	22.5%	
Total follows		29,903	31,236	4.4%	5.4%



External email newsletters

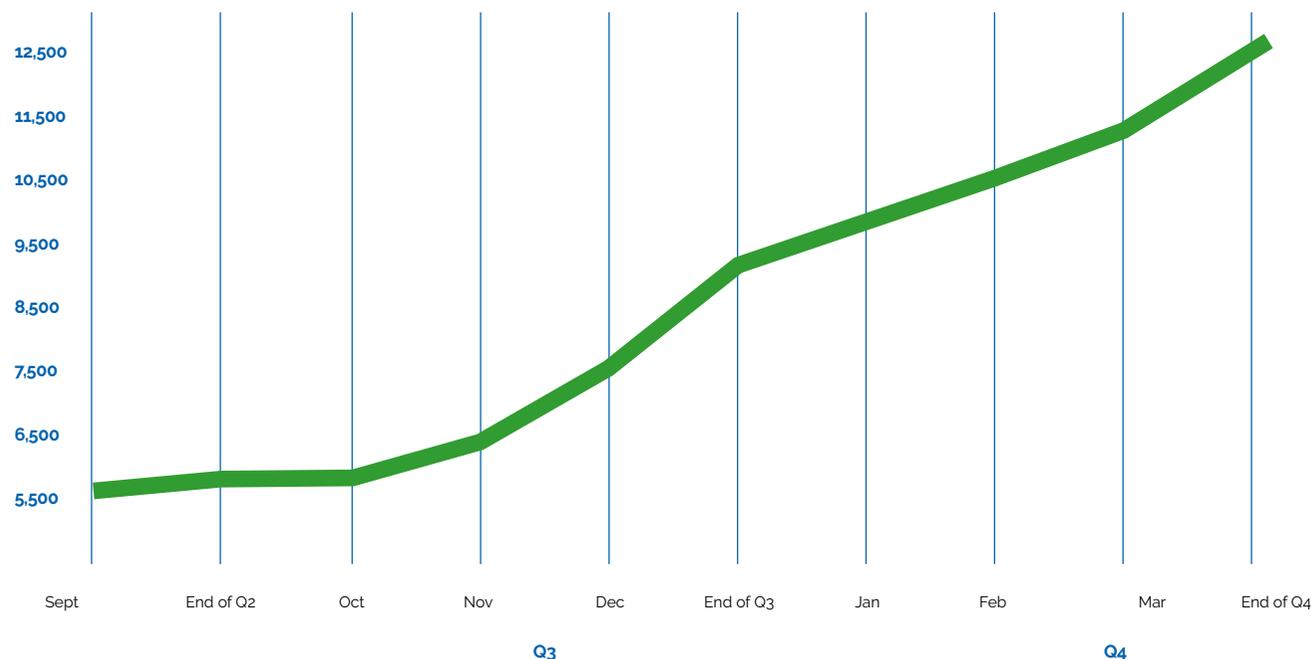
Our residents' e-newsletter audience increased by **53 per cent** in the fourth quarter of 2018/19. This contributed towards our strong annual growth of **115 per cent**, which has been achieved through a concerted and dedicated effort throughout quarter three and quarter four to drive engagement and grow subscriber numbers. More broadly, we now have **28,294** active subscriptions to a range of council newsletters. This has increased by **25 per cent** since the previous quarter.

Residents' e-newsletter

Our latest subscriber numbers mean we exceeded our end of year target while maintaining engagement with our readers. In quarter four, we achieved our best average open rate (**52 per cent**) and our average click rate increased to **12 per cent**. Both of these key metrics are significantly above UK local government benchmarks, and are also higher than the top performing **20 per cent**. In January we achieved our highest open rate ever, when **59 per cent** of our subscribers read our bulletin titled: 'Rental scam results in costly fine for letting agency, get active in 2019, and all our latest news'. Given our rapidly increasing audience, these figures are very positive and show that we are maintaining focus on quality growth.

As in the previous quarter, the key driver of these results has been a renewed, strategic focus and a coordinated effort across our digital and physical communications channels to increase sign ups to the newsletter, and:

Residents' e-newsletter subscriber growth Q3 to Q4



- A focus on strong content, fresh imagery and delivering the stories that are most popular – and that we know are priorities for our residents – including increased updates on Safer Together work and housing enforcement efforts.
- An ongoing digital pop-up message that is reaching visitors of the council and the Idea Stores websites.
- An increase in competitions and ticket giveaways that interest our residents.

Residents' e-newsletter bulletins

Bulletins	% opens	% clicks	Top 3 stories	Subscribers
Rental scam results in costly fine for letting agency, get active in 2019, and all our latest news 10 January 2019	58%	15%	<ul style="list-style-type: none"> - Rental scam - agency fined for 'bait and switch' scam - Leisure centres timetable and sports activities - What's on at Idea Stores 	8,368
Win Premier League tickets, read about our CCTV arrest success, download our new app and more 21 January 2019	49%	15%	<ul style="list-style-type: none"> - West Ham tickets competition - Brexit: council ramps up plans - Big Clean Up 6 	9,069
Read about our half term activities, plans to prevent homelessness, giving up fizzy drinks and much more 7 February 2019	51%	15%	<ul style="list-style-type: none"> - Half term activities - Have your say on cycle routes - News and events webpage 	9,623
Clamping down on drug dealers, lighting up fashion week and a focus on Fairtrade 22 February 2019	51%	12%	<ul style="list-style-type: none"> - Drug dealers take a long walk home - Update on council budget - Brexit commission update 	10,201
Warming up for the Big Half, celebrating women and another offender behind bars 7 March 2019	52%	10%	<ul style="list-style-type: none"> - £3.3m transformation for Bow - Prison for anti-social behaviour offender - New graffiti policy 	10,738
Electing a new 'mayor', tackling violence, standing up to terrorism and much more 21 March 2019	51%	6%	<ul style="list-style-type: none"> - Young mayor elections - EU settlement scheme - LGC awards - council recognised for efforts to tackle hate and violence 	11,582

Ongoing quarterly progress

Quarter 2018/19	Subscriber target	Actual subscribers end of quarter	% increase over quarter	Open rate - local govt benchmark	Our open rate (average)	Click rate - local govt benchmark 2018	Our click rate (average)
Q1 (post-GDPR)	5723	5698	2%*	31%	51.5%	5%	14%
Q2	6677	5873	3%		51%		12.75%
Q3	8012	8052	37%		46%		10%
Q4	8585	12,350	53%		52%		12%
Annual progress/averages			115%		50%		12%

*Increase from approx. 5,600 subscribers remaining post-GDPR

Our performance in the second half of the year, which led to our annual target being comfortably exceeded, shows that we're well positioned for significant growth in 2019/20. We have a strategy in place and a platform (Granicus) that is enabling us to engage with more residents and reach new audiences who may not usually stay up to date council news. This will include ensuring that we're setting ourselves up to be having two-way conversations with our residents and using our newsletters to generate interest and engagement with council events, consultations and ways to get involved.

A key priority for the year ahead will be supporting more council services to communicate with their audiences and stakeholders through Granicus, curate high quality content, expand their reach and raise awareness of what they can offer for our residents. This will also support the council's four-year plan towards going digital and improving our customer services.

Other e-newsletters

We now have **28,294** active, engaged subscriptions – which has increased by **25 per cent** since the previous quarter. If we equated this to our borough's population, it would mean that one in five households is currently receiving one or more of our e-newsletters (based on 132,100 households in Tower Hamlets in 2018).

Working with other council services to grow and better analyse these existing subscriber groups (and create new groups), and improve integration between the newsletters, continues to be a focus. This will allow us to continue to build a holistic picture of our residents and key stakeholders, all while housing their details in a secure, single database that is compliant with the General Data Protection Regulation (GDPR).

Active council newsletters in Granicus system	Subscriptions – end Q4
Residents' newsletter	12,350
Victoria Park	1,248
Idea Stores	8,971
Sports and physical activity	921
Local history	2,178
ESOL hub	163
Bengali arts	122
Severe weather updates	214
Arts and events, arts news	2,127
Total (engaged subscriptions)	28,294
Increase from Q3	25%

Internal communications

Some of the key highlights in quarter four have included:

Internal plasma screens

The internal plasma screens are regularly updated weekly with key messages for staff. The ICT team has also now introduced **80** interactive screens in meeting rooms across three main office sites. We will be working with ICT to communicate key internal messages on the screens.

th now (weekly all staff newsletter)

The average open rate for January to March was **57 per cent**. The top read articles over the quarter were the Employee Spotlight and the chief executive's welcome message.

Managers' Briefing (Monthly managers' newsletter)

We improved the design and features of the newsletter in September. Since then we have seen improved open and click rates - the average open rate is around **60 per cent**.

Customer Service Promise

In January, the single telephone number was introduced to move away from multiple hotline numbers to simplify the process for residents.

To support this change, we launched our Customer Service Promise and focused on three of the 10 standards.

- Resolve issues at first contact.
- Say your name and service when answering the phone and follow out of office arrangements.
- Keep your Active Directory staff details up to date.

liP and TOWER values

We worked closely with HR and other departments in preparation for the liP assessment in December 2018 to retain our Silver Standard rating.

Following last year's assessment, the council was awarded a Silver Standard but was told to implement liPs recommendations to retain the Silver Standard beyond the end of 2018.

The liP assessor visited again in December 2018 to see how we had done, interviewing 87 staff from across the organisation. In January 2019, we met the new stronger criteria and retained the Silver Standard until 2022.

TOWER staff conference and awards 2019

The recent TOWER staff conference and awards saw over **500 staff** in attendance. The conference was themed on Our People, Our Place and Our Partnerships.



The conference presented our place pampaign research with five special guests on a panel from Tower Hamlets organisations and stakeholders.

We also launched our volunteering scheme at the event and started discussions on how we can improve recycling internally.

Your Voice Ambassadors (YVAs)

We now have **49** YVAs supporting the council across departments and office locations. We will be working with HR and Smarter Together to promote the profile of YVAs and to create a project plan together.

Compliment a colleague

The 'compliment a colleague' scheme recognises staff who have gone the extra mile and creates a constructive culture of positive recognition. We have received **502** compliments to date.

Smarter Together

During the past few months we have been working with the Smarter Together team to support various projects through our internal communication channels.

Your Service, Your Idea

This scheme offers staff the opportunity to put their views and ideas forward on how we can achieve better outcomes through better

partnership working and digital innovation. We are working with the Smarter Together team to communicate the ideas and to create an online live dashboard using Yammer.

POD sessions

The sessions are interactive sessions where we explore the changes we should make to the council in our current buildings, and what we could plan in going forward, for our new Town Hall. During February we held a POD session on commercialisation. We had a great attendance with **80** staff.



All sessions have been very well attended and we are currently planning the new programme for 2019.

Yammer

In the last quarter a further **150** staff members have joined Yammer, bringing the total to **1,365** with **712** members posting messages and **55,602** messages being read. At the staff conference in March, we encouraged staff to join and post live on Yammer. We received over **200 posts** and comments during the event.

We have held monthly Yammerlive with CLT sessions, which have generated some interesting questions and conversations. The monthly sessions allow staff to engage and ask any question to CLT. The last two sessions were supported by internal comms and there were a total of **54** posted messages. Over **4,500** messages were read, with over **1,800** of these read by staff not subscribed to the group.

Staff volunteering scheme

We launched a new staff volunteering scheme at the TOWER staff conference and awards in March. This has been supported by a look and feel, which has been promoted on Yammer, th now, Managers' Briefing, screens and the intranet. We will be working with HR to continue to promote the scheme.

TOWER Rewards

In January, we started formal engagement with trade unions and staff on a set of proposed changes to our terms and conditions and benefits package – known as TOWER Rewards. We have been working closely with HR to communicate and engage with staff. Since January, there have been various staff engagement opportunities across office locations to offer staff support, to discuss issues and answer any questions. We will continue to work closely with HR to communicate and engage with staff.

Managers' Briefing

January			
Open rate	62%		
Top three	1 Welcome from Adrian Gorst 2 Tower Rewards 3 Customer Services: Changes to switchboard		
Manager open rates	712	Total clicks	786
February			
Open rate	61%		
Top three	1 Welcome from Stuart McGregor 2 Tower Hamlets induction 3 Tower Staff Conference and Awards		
Manager open rates	705	Total clicks	884
March			
Open rate	58%		
Top three	1 Welcome from Luke Rigg 2 Tower Rewards 3 Do you know what's happening in IT?		
Manager open rates	664	Total clicks	829

Internal all staff newsletter

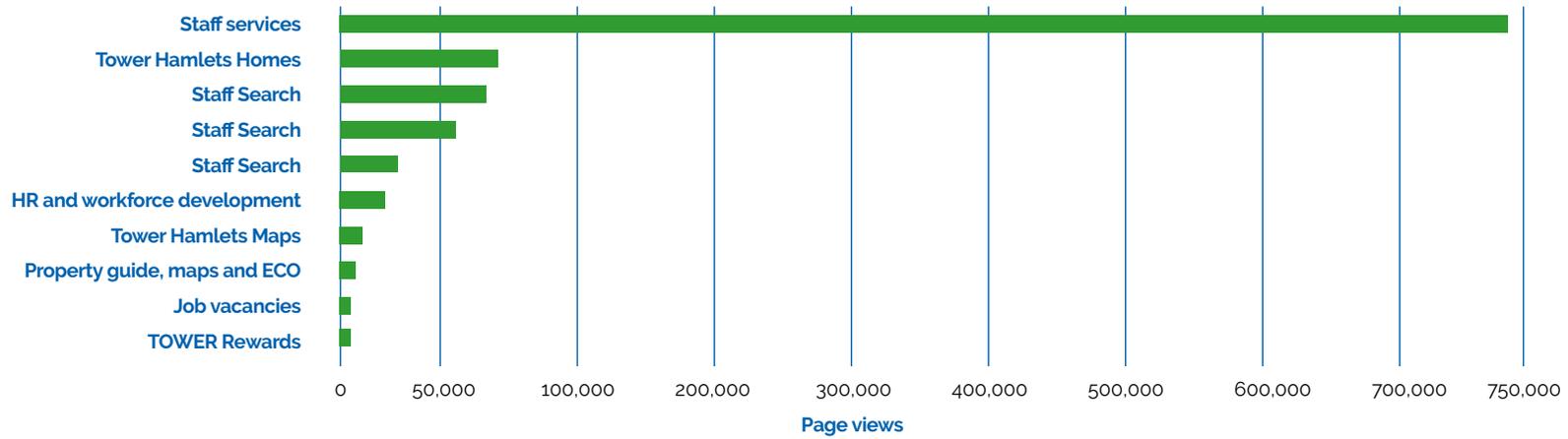
Key indicator	10 Jan	17 Jan	23 Jan	30 Jan	6 Feb	13 Feb	21 Feb	27 Feb	6 March	13 March	21 March	29 March
Open rate	60%	58%	59%	59%	59%	57%	56%	57%	57%	56%	55%	53%
Top three most popular items	1 Employee spotlight	Chief executive's message	Chief executive's message	Chief executive's message	Employee spotlight	Employee spotlight	Chief executive's message	Employee spotlight	Employee spotlight	Chief executive's message	Chief executive's message	Chief executive's message
	2 Chief executive's message	Employee spotlight	Employee spotlight	Employee spotlight	Consultation of admin and exec support	Chief executive's message	Employee spotlight	Chief executive's message	Chief executive's Message	Spotlight	TOWER Rewards update	Employee spotlight
	3 Fine for bait and switch scam	Cabinet notes	Muslim forum fundraiser	Internal staff vacancies	Chief executive's message	TOWER Rewards	Internal staff vacancies	Introducing a new induction	Carry over leave	TOWER Rewards	Employee spotlight	TOWER Rewards

57%

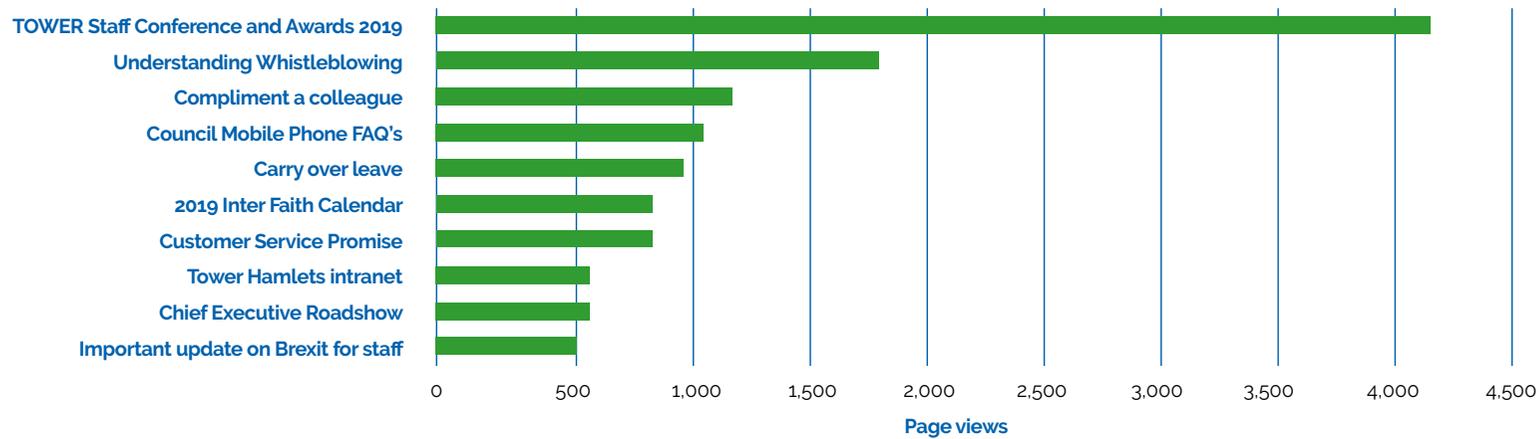
The average open rate of the internal staff newsletter in Q4



Intranet – most popular pages



Intranet – most popular news stories



Marketing

Some of the key highlights in quarter four have included:

Panacea

The Panacea management system continues to be used to monitor and manage all chargeable marketing jobs and projects across the council.

The communications team continues to receive requests from services for marketing, design and print support from across the council outside of the key campaign material. The Panacea system has now been re-tendered and a contract is in place as part of a wider dynamic purchasing system (DPS) for print and design. New modules available include e-procurement, which will allow seamless quote call-off from the DPS and will be integral in evaluating any new print or design suppliers joining the framework. Also being added is the purchase-to-pay system, which allows immediate recharging and avoids lengthy invoice processing and chasing delivery confirmation. This process is likely to be in place early in the financial year.

Additional campaign channels

As we continue to build on our marketing infrastructure, we are identifying additional means of acquiring outdoor advertising space to display key campaign work and generate income. We are currently cross referencing a list of possible

advertising sites that can be erected on council-owned land with our existing advertising contracts to identify new sites.

We are also negotiating with the highways team to utilise some of the heavy duty lamp post columns within the borough – particularly in Brick Lane – to display advertising banners in conjunction with Bay Media.

CIPS re-tender

The contract with JCDecaux supplying advertising space on 43 community information panels (CIPS), six-sheet size, expired in 2015. Alongside re-tendering this sites, with the plan to make as many of these digital panels, the team has identified, and passed onto the planning team for review, a selection of possible sites that can be added to this list, so that the overall number would be closer to 60. We are awaiting a RAG report in mid April from the planning team, and will then continue the procurement process.

Brand refresh

The research phase of the brand refresh has just been finalised, with an external agency carrying out a series of interviews with key management staff, a workshop with CLT and two focus groups, which consisted of partnership organisations and staff that are regularly commissioning marketing and design services. A draft report has been

received and a summary will presented to the chief executive. Initial design work will begin in April with a full set of guidelines to be produced by the summer.

Leisure centres

The marketing team will begin site visits alongside the leisure team to identify areas where we can increase the Tower Hamlets brand presence and look for additional advertising channels within these buildings.

Idea Stores

Work is continuing to explore the Idea Stores to identify where a lack of brand cohesion exists between the Idea Store brand and the Tower Hamlets logo. We will also look to increase the Tower Hamlets presence through the new digital areas that will be installed, and will provide visual signposting to these areas for residents to carry out digital transactions.



Marketing work undertaken through Panacea

Key indicator	Results
Number of jobs delivered through Panacea this quarter	346
Total value of marketing activity completed (inc. mark-up)	£183,049.37
Total mark-up generated	£19,895.80
Total pre-press (e.g. design) activity	£52,014.25
Total print, finish, mail activity	£115,908.62
Total advertising activity	£15,126.50
Number of projects areas covered	71

Client feedback

	Excellent	Good	Satisfactory	Poor
Account management	91.3%	8.7%	0%	0%
Creativity	86.96%	13.04%	0%	0%
Print quality	91.3%	8.7%	0%	0%
Schedule	86.96%	8.7%	4.35%	0%

Key marketing jobs and projects were undertaken within the following areas, including:

- Learning 2 campaign
- Early years
- Speaker's charity
- Drugs and alcohol
- Hate crime publicity
- VAWG strategy
- Homelessness and rough sleeping
- Adult social care 5 year strategy
- Parent governor report
- Young mayor 2019
- Idea Stores
- Registration & citizenship service
- Families Matter newsletters
- Housing benefits
- Prevent
- Local offer
- WorkPath
- Smarter Together campaign
- Holiday childcare scheme
- Community Hubs marketing
- Safer Together campaign
- Love Your Neighbourhood
- Housing development and regeneration hoardings
- TOWER values
- Customer services
- Breathe Clean campaign
- Holocaust Memorial Day
- Sports activities
- The Big Half
- Boishakhi Mela
- Newsletter promotion
- Brexit Commission
- Tower Hamlets Together
- Your Borough Your Future
- Tower Hamlets brand refresh
- Community Governance Review
- Mayor's Cup 2019 publicity
- Our East End March
- Bartlett park newsletter
- Carers - 2019
- HR terms and conditions
- Shared Lives
- Council tax brochure 2019-2020
- TH planning compliance Policy
- Going Digital
- Transport strategy
- Mile End Park promotion
- Staff conference and awards
- Adult social care surveys

346
The total number of projects undertaken in Q4



Communications quarterly report 1 April – June 2019



Contents

Overall summary	3
Communications objectives	5
Campaigns	6
Media	10
Digital	13
Social media	15
External newsletter	18
Internal communications	21
Marketing	25

Overall summary

Welcome to the quarter one communications report for 19/20. This report shows how the communications team and the wider council has progressed with delivering the two objectives and nine goals set out in the council's communications strategy.

External campaigns

15 external and **seven** internal gold and silver campaigns with multi-channelled communications plans based on the OASIS model will be developed and delivered across the year. Some of these campaigns have continued from last year. The table on page 9 gives more detail.

Love Your Neighbourhood this year is the umbrella campaign for the waste strategy (internal and external), Liveable Streets and the Big Clean Ups. Major events include the summer events – Mela, All Points East/In the Neighbourhood as well as the collection of over **335** free summer activities – and the fireworks.

In quarter one, we have promoted and supported the Mela, which helped to drive a **40,000** strong crowd to enjoy the festivities in the sun. From promotional efforts for All Points East/In the Neighbourhood, we saw over **120,000** impressions on Twitter alone. Adding to this mix, the successful publicity and engagement with our ticket giveaways generated a further **91,855** impressions on social media, new social media followers and subscribers to our residents e-newsletter. Page 15 details more.

A key highlight for this quarter was also our seventh Big Clean Up and the launch of Liveable Streets.

Media

Across the quarter, we have generated over **895** pieces of print, broadcast and online coverage. **56.3 per cent** of this was positive, **34.7 per cent** neutral, and **6.5 per cent** negative. We saw an overall increase of **29.6 per cent** in the number of positive stories compared to the last quarter of 18/19. And decreased the amount of negative coverage by **7.9 per cent**. **51.7 per cent** of our coverage was achieved proactively.

Overall, quarter one was a strong period with more than half of all coverage received being positive. The total coverage decreased slightly (**2.4 per cent**) in this period but this was due to the amount of national attention we received as a result of the Shamima Begum case in the last quarter.

The overall increase in the number of positive stories can be attributed to the Mela, Altab Ali Day, All Points East and In the Neighbourhood, our new graffiti policy and the 20th anniversary of the London nail bomb attacks.

We continue to maintain a very positive relationship with the BME print and broadcast media. This quarter saw a **32.6 per cent** increase in coverage overall compared to the last quarter and an increase of **48.9 per cent** in positive press. The increase in positive coverage and coverage as a whole is largely attributed to the Mela. There was a significant decrease in negative coverage by **75 per cent**. However, to note, BME negative coverage tends to be low on the whole with 16 pieces of coverage in the last quarter, which has now fallen further to four.

E-newsletters

We now have **35,977** active, engaged subscriptions to our council e-newsletters as a whole. This has increased by **27 per cent** since quarter four – and equates to approximately **27,000** individual residents and stakeholders.

For other e-newsletters, we have added six new topics to the Granicus family (our newsletter software) during the first quarter. This includes those for our Liveable Streets programme, a Bengali newsletter and a planning weekly bulletin.

Our residents' e-newsletter audience increased by **33 per cent** to **16,477** subscribers in the first quarter, continuing the strong growth achieved in the previous year.

In quarter one, our residents' e-newsletter achieved an average open rate of **48 per cent** and an average click rate of **11 per cent**. These are both significantly above UK local government benchmarks and are also higher than the top performing **20 per cent**. Our most popular bulletin during the quarter received an above average open rate of **54 per cent** and included updates on recycling schedules, Easter activities and enforcement against rogue landlords.

Our concerted effort to drive engagement and grow subscriber numbers is ongoing this year, with added emphasis on maintaining interest with our audience following the previous year of rapid growth.

Social media

Our ongoing focus on high quality social media content in quarter one has helped us significantly increase our followers across our channels by **6.4 per cent** to reach a total of **33,370**. This approach helped our reach on social media increase by **7.1 per cent**.

LinkedIn continues to perform well with a **20 per cent** increase in engagements in this quarter and we have welcomed over **500** new followers.

Our posts on Twitter are increasingly being recognised by Great UK GOV tweets. In quarter one, our tweets were highlighted **35** times, including five tweets that made the top 10. Refer to page 15 for more information.

There was an increase in incoming social media tweets, comments and messages in quarter one. We received nearly **8,000** incoming messages which the communications team monitored, reviewed, investigated and responded to where necessary. Ongoing work is being done to record and tag our activity, including those that are communications or customer service focused.

Marketing

Among the numerous print and design jobs we support (**310** in quarter one), we continue to build on our marketing infrastructure and are identifying additional means of acquiring outdoor advertising space to display key campaign work and generate income. A recent addition to our advertising channel is **16** new Big Belly bins.

Another key focus for the quarter has been getting down to final options for our brand refresh. These have been presented to the chief executive, with a view to making a final decision in July. We have been exploring our Idea Stores and leisure centres for new brand and promotional opportunities.

Digital

Visits to the website continue to increase, with a **15 per cent** increase in visits this quarter compared to the same period last year. The most popular page was school term and holiday dates.

Our work to move transactions online continues. In June, we removed the Streetline email address from the council's website, replacing it with an improved contact form for queries about waste and recycling. From the time the updated form went live on 6 June, there were **1,155** submissions by the end of the quarter.

Benefit forms were also improved in May to encourage more online applications. There was a **59 per cent** increase to visits to the benefits section in quarter one, compared to the previous quarter.

The number of visitors who pay their council tax (**129 per cent** increase) and penalty charge notices (**188 per cent** increase) straight from the homepage has more than **doubled** from quarter one in 2018/19.

We now have **20,127** registered online form users on the Firmstep platform, up from **17,477** at the

end of quarter four. Using SOCITM data for online transactions and savings, the number of forms completed this quarter saved the council **£128,385** compared to face-to-face. Compared to phone, we saved a total of **£42,150**. We also saved an estimated **7,450** hours of work for the quarter.

Internal

In June, we launched our sustainable workplace campaign and started the first phase of our campaign to remove all single use plastic in our main council offices. Over the past few months we have been promoting a staff sustainability pledge – so far we have around **800** staff signed up.

One quarter highlight was our growth in Yammer members, with an additional **140** members joining the platform reaching over **1,500** staff members. We had **900** posts with over **57,000** views in the quarter. The senior management posts on their #backtothefloor adventures generated around **5,200** views!

And the average open rate for throw this quarter was **58 per cent** – on a par with government industry benchmarks. The top read articles were the employee spotlight, TOWER rewards updates and the chief executive's welcome message.

We also tried something new for this quarter's chief executive roadshows with the use of Slido, which allowed staff to use the online tool to ask questions anonymously through mobile devices, along with live voting on issues. This has generated great feedback.

Communications objectives – progress

1. We all tell our story:

- Place features now running in Our East End. June's edition was on the Tower of London and the citizenship ceremony held there with the registration service.
- Ticket giveaways and promotions for All Points East developed user generated content on social media about the borough and place and **91,855** impressions on social media.
- Council stall at the Mela generated sign-ups to the new Bengali newsletter, and publicity generated **120,000** impressions on Twitter alone.
- LinkedIn **20 per cent** increase in engagements.

2. Everyone uses the new brand and style guidelines:

- Brand refresh options developed.
- House style being developed.
- Working with strategy team with successful bidders for Local Community Fund to carry 'supported by Tower Hamlets Council' on their activity.

3. Communications with the biggest impact:

- Directorate plans are being developed together with senior leadership.

4. Advertising and commercial opportunities:

- Recent additions to our advertising channels include **16** new Big Belly bins.

- Utilising some of the heavy duty lamp post columns – particularly in Brick Lane – for advertising banners.
- CIPS retender is now at Tollgate 1 stage to increase number of sites to **60**.

5. All consultations through the new consultation hub:

- Platform has been selected and is being procured.
- Draft guidance has been produced and shared at DLTs.

6. Creation of a corporate, segmented, stakeholder database:

- Together with growth in our e-newsletters, the start of a stakeholder database has begun including GPs and segmented lists of residents in support of our Liveable Streets programme.
- We now have **35,977** active, engaged subscriptions on our Granicus platform – which has increased by **27 per cent** since quarter four – and equates to approximately **27,000** individual residents and stakeholders.

7. Improving our website and moving services online:

- Visits to the website continue to increase, with a **15 per cent** increase in visits.
- New online contact form for waste generated **1,155** submissions.
- **59 per cent** increase to visits to the benefits section.

- The number of visitors who pay their council tax and penalty charge notices straight from the homepage has more than doubled.
- Online forms have saved **£128,385** compared to face-to-face, or compared to phone, we saved a total of **£42,150**.

8. Social media treated as a customer service tool as well as communications:

- Increased our followers across our channels by **6.4 per cent** to reach a total of **33,370**.
- Increased our reach on social media by **7.1 per cent**.
- **35** Great UK GOV tweets.
- Monitored, reviewed, investigated and responded where necessary to nearly **8,000** incoming messages.
- Implemented new customer service and communications tagging for monitoring.

9. Internal communications – a strategic driver in transformation and culture change:

- Launched our sustainable workplace campaign and have **800** staff signed up to a staff sustainability pledge.
- Reached over **1,500** members on Yammer with **900** posts and over **57,000** views.
- Used Slido at chief executive roadshows, which allowed staff to use the online tool to ask questions anonymously through mobile devices, along with live voting on issues. Generated great feedback.

Campaigns

Some of the key highlights in quarter one have included:

Summer events

Mela

This year, for the third year running, the Boishakhi Mela returned to Weavers Fields, Bethnal Green with a main stage programme, an extensive arts and family area and the Mela marketplace.



Communications and promotion of the event led to over **40,000** attendees.

Activity included:

- **Digital:** web content, fun and engaging social media posts as well as a LinkedIn post highlighting trading opportunities and details of road closures and essential contacts for residents.
- **Publications:** feature articles in Our East End (March and June)
- **Media:** press releases highlighting headline acts and post event round-up; BME media briefing with Mayor John Biggs, Cllr Sabina Akhtar, members of the Mela engagement group, headliners and local performers.
- **Stall and e-newsletter sign-up:** Staff signed approximately **150** new subscribers up to the residents' e-newsletter and approximately **60** subscribers to the new Bengali e-newsletter.
- **Leaflets and promotional items:** At the stall, the communications team handed out promotional

items including Oyster Card wallets, key rings and reusable metal straws as well as a full summer events brochure.

- **Advertising:** Two weeks before the event, the Mela was promoted on **43** community information panels (six sheet size), **22** railing banners across **18** locations and plasma screens across external facing council buildings. Adverts were also placed in Our East End, in **five** Bengali print media outlets and aired on **four** broadcast channels.

Results:

- **Social media:** Engaging content across all social media platforms with key interactions on Twitter, Facebook and Instagram, using #THMela19.
 - **19 posts** – Top posts included those about temporary road closures and parking restrictions as well as 'save the date'.
 - **40,280** impressions on Twitter.
 - Facebook posts reached **5,353** people.
 - **86.7 per cent** positive/neutral comments.
 - Messages from headliners and highlights from previous year had **460** views on YouTube.
- **Webpage:** There were **18,983** page views between 27 February and 10 July. The average time on each page was **53** seconds. Most of the visits were from the end of June onwards.



- **Media:** Key highlights included:
 - **Time Out London** (June 25 - July): The publication listed the Mela, as one of three essential things readers should do that week.
 - **Metro** (Friday 28 June) highlighted the Mela as a free event for locals and visitors to enjoy.
 - **East London Advertiser** positively covered the festival that took place in the blazing sunshine.
 - **BBC Radio London** (Saturday morning Breakfast Show): We proactively pitched a chat with Cllr Sabina Akhtar on the breakfast show. Cllr Akhtar spoke about Mela attractions, including the parade.
 - **BBC Asian Network, BBC Three Counties** covered the Mela in Weavers Fields. BBC Asian Network attended the event and promoted the Mela on three bulletins during the afternoon and evening shows.

All Points East 2019 and In the Neighbourhood

Both events were promoted through press releases, newsletters, social media, Our East End (December 2018, March and June 2019 editions) and marketing platforms across the borough.



Press/PR highlights:

- Positive coverage and press mentions of 'Tower Hamlets Council' in Time Out London online and in print, and positive mentions of the festival and the council on **BBC London** and online event websites.

- We corrected London **Evening Standard** on Twitter after they reported the festival was in Hackney – this was well-received by our audience.
- Positive social media comments, few complaints received.
- Clean up effort came across well with plenty of bins and Veolia staff on hand.

Marketing

- Special In the Neighbourhood large poster advertisements (six sheets) featured across **13** key tube stations across London.
- **14** banners promoting Tower Hamlets from Mile End tube to Victoria Park.
- **43** CIPS for a four week period across the borough.



Social media and feedback

- Engaging content across all social media platforms, with the key interactions on Twitter and Instagram.
- **120,000** impressions on twitter alone for our proactive event content (not including ticket giveaways).
- Social media comments were broadly very positive.

Ticket giveaways

In total, we ran four ticket giveaways, three in this quarter, for All Points East tickets (a competition ran in Our East End in December 2018 with **45** entries and **18** winners). Overall we had **1,615** entries (**1,563**

external, **52** internal) and **119** pairs of tickets allocated to winners. The competitions supported efforts to engage residents and Londoners and supported our place campaign by using eye-catching, up to the minute and vibrant messaging and imagery, particularly on social media.



1. An external ticket giveaway ran on our website, social media and e-newsletter from 14 to 21 May 2019.

- Total of **1,418** entries.
- A third of these (**479**) opted in to receive our emails (although **200** of these were existing subscribers).
- Through spending just £200 on paid targeting, we were able to reach a new audience of **24,816** people.
- **55,614** impressions on social media resulting in at least **2,000** engagements/link clicks and approximately **70** new social media followers.
- **508** unique clicks through the e-newsletter story.
- **57** winners.

2. Our #TowerHamletsInSpring photo competition

was designed to promote user-generated content across Instagram, Twitter and Facebook and was publicised in Our East End (March 2019 edition), social media, website and our e-newsletter from 11 March to 24 April.

- Total of **108** entries across social media

- channels (**106** were positive).
- **36,241** impressions and **1,065** social media engagements on our posts.
- Three winners.

3. Staff competition promoted in the now, Yammer, intranet and plasmas saw **52** entries, **30** photo entries and **41** winners.

Safer Together Operation Continuum

Operation Continuum, a joint campaign between the council and police to tackle the drugs market in Tower Hamlets continues. Six months of investigations into drug dealing in Stepney, Mile End and Bow resulted in **39** arrests in May following dawn raids at **17** properties in Tower Hamlets. Press releases, social media and full feature in June's Our East End highlighted the visible cooperation between the council's enforcement officers and police. The focus also included the results of drug sniffer dog George who led to another haul of Class A, Class B drugs, plus weighing scales in Mile End. The raids led to **45** total arrests, 14 people being charged with **31** offences, **11** enforcement actions and **£174,000** seized under the proceeds of crime act.



Safer young people

As the communications focus moves from more broadcast communications to two way

conversations with our residents and stakeholders, we are developing a new strand to the Safer Together campaign. This will be focused on keeping away from knife crime and enforcement activity. In June, a shop was fined almost **£10,000** after an employee sold a knife to a child during a joint operation between Tower Hamlets Council and the police. Publicised by the communications team, this was covered by the local press and there was engagement on social media.

Healthier Lives BAME organ donation campaign

As part of our campaign to get more people in Tower Hamlets from the BAME community to register as an organ donor, our posts on social media during quarter one have reached more than **250,000** people and nearly **100** people have clicked through to the webpage to register to become an organ donor. We also secured coverage in the local press. A wider, more targeted campaign specifically aimed at encouraging BAME donors is being finalised and will be rolled out over the coming months.



Breathe Clean

In June, we launched the Breathe Clean Challenge, encouraging people to walk and cycle more to get fitter and make the most of the many walkways in the borough, including the Thames Path along the river. This campaign

will continue in partnership with Poplar HARCA, Global Action Plan and Queen Mary University over the summer months.

The Breathe Clean Challenge was supported by new updated artwork, which was rolled out across the council website, on social media and on adverts. These ran on buses running out of three local depots in April and May. For two weeks in June, we advertised the campaign on the digital billboard by the Blackwall Tunnel. These all led up to the national Clean Air Day on 20 June, where the focus of social media activity was encouraging people to walk more, drive less and avoid contributing to air pollution. Councillor Rachel Blake recorded a video overlooking the tunnel where she shared these messages.



We also worked with Clara Grant School whose pupils wrote 'Breathe Clean Blues' a song addressing the direct impact of poor air quality on their health. This song was professionally recorded and will be released in quarter two.

Love Your Neighbourhood Liveable Streets

A series of events and online surveys took place in quarter one for the first phase of a **£15 million** Liveable Streets programme to improve the look and feel of public spaces in neighbourhoods

across the borough. Focusing on initially on Bethnal Green, Bow and Wapping, over **1,300** residents and businesses have



fed back their ideas for changes in residential roads. The meetings were advertised through thousands of flyers and social media posts. A launch event took place in early June, where parts of Columbia Road in Bethnal Green were transformed into a beautiful outdoor space with trees and greenery and a street party atmosphere – including bunting, deckchairs, speakers, cycling taster sessions and giant games for children. This was widely publicised and covered by local media.

Big Clean Up

The communications team oversaw, managed and promoted the seventh Big Clean Up, which took place in April 2019, with clean-ups in Poplar, Isle of Dogs and Bethnal Green. Local MP Jim Fitzpatrick and the Mayor of Tower Hamlets pitched in to help in the area surrounding Crisp Street market and nearly **100 bags** of general rubbish and recyclable waste were collected throughout the week. An eighth Big Clean Up is lined up for September.



Campaigns table

Campaign (G, S – Gold, Silver)	Preparation/research	Launched	Completed	
Place (G)				EXTERNAL
Safer Together (G)				
Love Your Neighbourhood (G)*				
Breathe Clean (G)				
Tackling poverty (G)				
Go online (G)				
Transport strategy (S)				
Housing and regeneration (G)				
Town hall (S)				
Direct payments (S)				
Major events (S)**				
Brexit (S)				
Tower Hamlets venues (S)				
Apprenticeships (S)				
Budget				
Smarter Together				
Recruitment				
Customer service promise				
Staff wellbeing offer				
Volunteering – 48 hours				
Chief executive roadshow				
Staff conference and awards				
Sustainable workplace				

Media

Some of the key highlights in quarter one have included:

EU elections

The European Union elections (23 May) placed pressure on councils nationally to organise an election with little preparation time. We promoted the event and supported the operation on the day of the election and at the count.

We dealt with numerous enquiries around the procedure of voting, especially the preparedness of the council for the election, which was a common national story with great media interest in London.

On the day of the election, a story began to emerge of two EU nationals who had been denied their vote in the borough. The couple were complaining that they had actually registered for the election on time and had done so at the town hall's reception. **The Guardian** ran the story and **ITV News** logged a query.

To avoid the potential story escalating, the communications team suggested sourcing the CCTV footage from the town hall. This showed that the couple had handed in their registration forms before the deadline for voting. This meant the council was able to allow them to vote. The council issued a statement and posted social media messages. The couple were later interviewed on **Channel 4** news and they acknowledged the role of the council in being

allowed to vote. The Guardian also reported the council's decision and ITV didn't run the story.

Shamima Begum Citizenship case

In May, the lawyer representing Shamima Begum, Tasnime Akunjee, wrote to the home secretary. His letter made various charges against the Government in his campaign to allow Ms Begum to regain her British citizenship and return to the UK.

Mr Akunjee also claimed the council had failed Ms Begum by not undertaking a serious case review of the circumstances around the handling of the three girls when they fled to Syria in 2015.

This required extensive reactive media work – our statement and lines helped to balance or avoid inclusion in the significant broadcast, online and print media coverage generated.

Graffiti policy

On 18 April, **ES Magazine** ran a full page feature on the council's newly agreed graffiti policy. This follows an extensive sell-in of the story and successful other coverage achieved in last year's quarter four.

The piece featured an interview with the mayor talking about the policy



and how the council has invested in removing tagging while working with the local arts community to protect street art that has local support. For example, the iconic Chrisp Street chihuahua mural.

Judith St John, Divisional Director for Culture, Learning and Leisure was also featured talking about how street art is driving people to our borough and flagged the Love your Neighbourhood app as a means of reporting tagging.

20th anniversary of the nail bomb attacks

We were instrumental in supporting the commemorative work around the 20th anniversary of the nail bomb attacks that took place in Brixton, Brick Lane and Soho in 1999. For many years the event has been quietly commemorated without a permanent memorial being evident at Brick Lane. The mayor attended a poignant event to mark the 20th anniversary and unveiled a plaque at Brick Lane to remember and honour the victims of all the London attacks. This was covered by **BBC London news**.



Emdad Talukder, who works in the council's fostering service and was on the scene at Brick Lane in 1999 narrowly escaping serious injury, was interviewed on [BBC Newsnight](#).

Foster Care fortnight

We promoted Foster Care Fortnight (13 - 26 May) and the appeal for more foster carers using successful foster carer Kim Beard as a case study. The story was covered in [East London Radio](#) and on the front page of the [East London Advertiser](#).



Key moments

April

- Council and communities mark Altab Ali Day.
- Training for champions to tackle hate crime opens.
- Virgin London Marathon.
- Commemoration of the 20th anniversary of nail bomb attacks in Brick Lane, Brixton and Soho.
- Call for inlinks phone lines to be permanently switched off.
- Search for future firefighters.
- Final Ofsted visit recognises continued progress in children's services.
- Quit tobacco for Ramadan.
- Mayor Biggs calls for PrEP for all to stop HIV transmission.

- Shared Lives – a life changing chance to make a difference.
- Eggcellent Easter activities.
- Security for places of worship.
- MP joins the Big Clean Up.
- First Play Street opens.
- Tower Hamlets launches new academy to train unpaid carers

May

- Best attended London Marathon ever.
- Tower Hamlets shines at exhibition highlighting a renaissance in London public housing.
- Wake up call for drug dealers Operation Continuum.
- All Points East rocks Victoria Park.
- In the Neighbourhood returns with four days of free activities and entertainment.
- Victoria Obaze elected as new 'speaker'.
- Urgent call for BAME organ donors.
- Tower Hamlets residents cast their votes in the European parliamentary elections.
- Make sure you're registered to vote by Tuesday 7 May.
- Tower Hamlets residents cast their votes in the European parliamentary elections.
- Tower Hamlets welcomes 36 new British citizens to the borough.
- Plans for new flagship school in Wapping.
- WorkPath partnership helps more than 1,000 get into work in just 12 months.
- Bow to get new multi-million pound health centre.
- Recruiting the next generation of foster carers.

- Shop fined for underage knife sale.
- Community volunteers win 2019 Civic Awards.
- £265,000 improvements at Mile End Park Leisure Centre and Stadium include virtual reality cycling

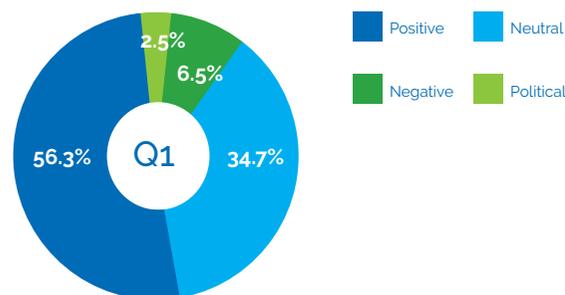
June

- Changes to the way people access services as the council makes it easier for people to carry out transactions online.
- Council and businesses join forces to build for the future – Business summit.
- Record numbers of two year olds in Tower Hamlets are accessing outstanding free early learning places.
- Queen's Honours for work in Tower Hamlets.
- Vote for Bow for a national walking award.
- £15 million scheme to create Liveable Streets across Tower Hamlets.
- Tenants' fees banned thanks to new law.
- Shop fined for selling knife to child.
- Carers Week – connecting carers to support.
- Practice Week connects leaders to frontline children's services.
- Inspection finds careers service is changing lives.
- Over £250,000 of sugar tax to fund school programmes
- Mayors unveil rainbow crossing for Pride.

Media activity

Reporting month (209)	Media enquiries received	N° of press releases
April	27	26
May	38	21
June	22	19
Q1Total	87	66
Q4 18/19	104	70
% Change	-16.35%	+6%

Tone of coverage



Tone of coverage by month

Key Indicator	April	June	March	Q4 18/19	Q1 19/20	% Change
Total mentions All media	271	389	235	Total 917 Positive 389 Negative 63 Neutral 434 Political 31	Total 895 Positive 504 Negative 58 Neutral 311 Political 22	Total -2.4% Positive +29.56% Negative -7.94% Neutral -28.34% Political -29.03%
National coverage	41	49	50	Total 168 Positive 27 Negative 14 Neutral 118 Political 9	Total 140 Positive 37 Negative 22 Neutral 76 Political 5	Total -16.67% Positive +37% Negative +57.1% Neutral -35.6% Political -44.4%
Regional coverage	21	41	18	Total 81 Positive 20 Negative 10 Neutral 49 Political 2	Total 80 Positive 25 Negative 10 Neutral 44 Political 1	Total -1.2% Positive +25% Negative 0% Neutral -10.2% Political -50%
Local coverage	72	78	75	Total 285 Positive 105 Negative 16 Neutral 144 Political 20	Total 225 Positive 110 Negative 17 Neutral 83 Political 1	Total -21.05% Positive +4.76% Negative +6.25% Neutral -42.4% Political -25%
Trade coverage	53	66	34	Total 159 Positive 61 Negative 7 Neutral 91 Political 0	Total 153 Positive 70 Negative 5 Neutral 77 Political 1	Total -3.77% Positive +14.75% Negative -28.5% Neutral -15.3% Political 100%
BME	84	155	58	Total 224 Positive 176 Negative 16 Neutral 32 Political 0	Total 297 Positive 262 Negative 4 Neutral 31 Political 0	Total +32.6% Positive +48.9% Negative -75% Neutral +47.6% Political 0%

Positive – A positive story about the council
 Negative – A negative story about the council
 Neutral – Mention of the council but with no overall positive or negative tone
 Political – Party political commentary, a story authored by a politician, or one carried in a party-affiliated publication

Digital

Some of the key highlights in quarter one have included:

Website

Visits to the website continue to increase, with a **15 per cent** increase in visits this quarter compared to the same period last year.

The most popular page this quarter was school term and holiday dates, always a popular page. Other popular pages included online payments, jobs, council tax, parking permits and the planning applications portal. The website search page is in the top 10 again, while the contact page is the tenth most popular page.

Joint work with customer services has continued, and during quarter one we made incremental changes to waste and recycling, Streetline contact, benefit forms, parking permits and council tax.

Waste and recycling

In June, we removed the Streetline email address from the council's website, replacing it with an improved contact form. At the time, the contact centre had a significant backlog of emails and was struggling to cope, as, frequently, the necessary information wasn't captured in the first contact.

By the end of quarter one, the backlog had been cleared and the structured contact form has meant most queries can be resolved without further contact. From the time the updated form went live

on 6 June, there were **1,155** submissions by the end of the quarter.

We are now using the structured contact forms for council tax and Streetline as a template to use for other services such as parking.

Benefits

Benefit forms were improved in May to encourage more online applications. A new form to upload documentation and evidence needed by the service was also added. In addition, changes were made to improve the webpages.

There was a **59 per cent** increase to visits to the benefits section in quarter one, compared to the previous quarter.



	April	May	June	Q4 total
Visits 2019-20	289,189	321,469	277,364	888,022
Visits 2018-19	241,172	294,186	233,305	768,663
Percentage change	19,91%	9,27%	18,89%	15,53%

Homepage changes

In December 2018, we updated the homepage layout on desktop and mobile view to better highlight transaction shortcuts. This, alongside other changes, has had a positive impact with a clear decrease in the number of visits that include the 'contact us by phone' or the 'contact us' page.

Contact us: percentage of visits to the site		
Date range	Contact us	Contact us by phone
Q1 2019-20	1.2%	1.2%
Q4 2018-19	1.7%	1.6%

The number of visitors who pay their council tax (**129 per cent** increase) and penalty charge notices (**188 per cent** increase) straight from the homepage has more than **doubled** from quarter one in 2018/19.

Consultations

Eight online consultation surveys were run during this quarter in SmartSurvey.

- Planning to make changes to SEND funding (ongoing) **Responses by the end of quarter 1: 181**
- Proposal to close Raine's Foundation School (ongoing) **Responses by the end of quarter 1: 40**
- Consulting on CCTV (ended) **Responses: 613**
- New children and families strategy (ended) **Responses: 15**
- Statement of Gambling Policy Review consultation 2019 (ended) **Responses: 2**
- Community Governance Review phase two (ended) **Responses: 840**
- Resident substance misuse strategy survey (ended) **Responses: 165**
- Mental health and wellbeing in Tower Hamlets (ended) **Responses: 32**

Online forms

We now have **20,127** registered users on the Firmstep platform, up from **17,477** at the end of quarter four. New and improved forms in quarter one, include those for council tax and streetline queries (both high volume for the contact centre) and an eligibility checker for residential parking permits.

With key new services going online in the coming quarter, the number of registered users should continue to increase, along with the related savings.

Savings

Based on SOCITM figures, **£8.62** is saved per online transaction compared to face-to-face and **£2.83** compared to phone. Savings of **half an hour** are on average achieved with an online form compared to a paper form submission. Using this data, the number of forms completed this quarter saved the council **£128,385** compared to face-to-face. Compared to phone, we saved a total of **£42,150**.

The biggest savings were for revenues and benefits, where Firmstep submissions generated a quarterly saving of **£66,917** compared to face-to-face or **£21,969** compared to phone.

With forms submitted online rather than in paper format, the council saved an estimated **7,450** hours of work for the quarter.

Social media

Social media

Our ongoing focus on high quality social media content in quarter one has helped us significantly increase our followers across our channels by a total of **6.4 per cent**.

This growth is stronger than the previous quarter and was supported by the production of high quality and engaging content, including reactive and timely content that's termed 'news jacking'.

This means joining conversations or sharing news stories to increase our visibility and build our reputation, such as publicly correcting the Evening Standard on Twitter regarding its claim that Victoria Park was in Hackney (in a light-hearted and conversational way to engage our followers).

Positively, this approach helped our reach on social media increase by **7.1 per cent**.

Twitter and Facebook continue to be the primary platforms we are using to communicate key messages with our residents. They are both increasing in followers and reach/impressions.

Growth

Twitter:

- Our followers now total **18,653**, which is a positive increase of **4.3 per cent**.

- We have maintained our place at number **14** on the most followed London boroughs. We now need to increase our followers by **21.8 per cent** to secure our place at number 10 in the list.

Facebook:

- Our page likes now total **4,663** and have increased by a notable **8.7 per cent**.
- We maintained our place at number 16 in the list of London boroughs, and would need to grow our followers by **45.8 per cent** to reach the top 10.

Instagram and LinkedIn:

These are both central to our social media audience growth and content plans for 2019/20.

Over the past year, we have noted significant potential on our LinkedIn company page, and it experienced a strong increase across key metrics during the quarter including a **20 per cent** increase in engagements. This growth is supported by staff sharing good news about the council, which has helped us to welcome more than **500** new followers in quarter one.

There has been a slight dip in reach and engagements on Instagram as a result of reduced content but we have continued to attract a steady rise in followers. As this is a key platform moving forward, Instagram content is a focus for the year ahead to ensure we engage with this audience.

Content and videos

Content that performed exceptionally well across our social media channels during quarter one related to: community safety; the London Marathon; housing; memorials (including Brick Lane nail bombings, Grenfell, Altab Ali Day); European elections; Pride in London; All Points East; Ramadan and Eid; Boishakhi Mela; the introduction of the London ultra-low emissions zone (ULEZ); local road improvements; and more.

Our posts on Twitter are increasingly being recognised by **Great UK GOV tweets**. In quarter one, our tweets were highlighted **35** times, including the following five tweets making the top **10**:

- Pride in London crossing Tower Hamlets and Hackney – Ranked fourth on 24 June.
- Eid Mubarak from the council – Ranked fifth on 4 June.
- All Points East in Hackney article in Evening Standard Londoner – Ranked fifth on 28 May.
- 3 Club Row Planning Application – Ranked fourth on 24 May.
- Enforcement officers tackling ASB at Hermitage Gardens in Wapping – Ranked eighth on 20 April.

This quarter, we produced and shared **22** new videos including: the Boishakhi Mela; the mayor speaking to Bengali media about tobacco and promotion of the Overview and Scrutiny Committee; engaging slideshow content for All Points East; and a Fed Cup ticket giveaway.



This quarter has seen fewer videos produced compared to quarter four. However, quarter four had a surge of video content as a result of key moments such as International Women’s Day and World Kidney Day.

However, to keep creating fresh new video content throughout 2019/20, we will be planning dedicated video moments for each quarter.

Reactive social media

There was an increase in incoming social media tweets, comments and messages in quarter one. We received nearly **8,000** incoming messages which the communications team monitored, reviewed, investigated and responded to where necessary.

The increase can be attributed in part to multiple things:

- The community's ever increasing expectation that they can engage with organisations on social

media to follow up customer service queries.

- The council’s increased responsiveness on social media indicating to residents that we’re there and listening.
- A backlog in the contact centre leading to residents following up their Streetline and council tax issues on social media.
- Projects like Liveable Streets and issues like crime and anti-social behaviour that particularly interest active social media users.

Tagging messages

In the last month of this quarter, we have started making smarter use of the tagging feature in our social media management tool, Orlo. This is allowing us to mark incoming messages with a specific tag that indicates the type and topic of the query.

We are currently using two categories as our primary tags, which are 'corporate communications' and 'customer service'. This will enable us to better analyse the exact types of reactive queries we are dealing with on social media, and how many queries each month may be better and more efficiently progressed by a customer service function.

Tagging

	Q4	Q1	Change
Total incoming messages	5,682	7,859	+ 38.3
Total tagged messages	n/a	1,808	
Corporate communications	n/a	1,491*	
Customer service	n/a	264*	

*Please note these figures include approximately one month’s worth of data. Ongoing work is being done to ensure these are painting an accurate picture.

For example, 'corporate communications' is currently the default option for any query that doesn't relate to a direct customer transaction. It therefore includes content related to our campaigns and corporate issues, as well as a high volume of messages we receive that do not require a response (issues management and community sentiment).

'Customer service' queries, while lower in volume, are much more time consuming for the communications team to follow up.

Social media

Key indicator		Q4	Q1	% change	% change from Q4 2017-18 to Q4 2018-19
Facebook	Page likes	4,289	4,663	6.7%	+ 8.7
	Page followers	4,517	4,907	6.8%	+ 8.6
	Total Reach	215,865	313,013	- 24.5%	+ 45
	Total post engagements	19,277	16,123	48.8%	- 16.3
	Paid post engagements	1,671	1,741	38%	+ 4.1
	Paid reach	143,561	76,687	275%	- 46.5
Twitter	Followers	17,878	18,653	3.9%	+ 4.3
	Tweets	941	558	11.7%	+ 2
	Total impressions	1,421,667	1,450,312	18.2%	+ 2.9
	Retweets	1,844	1,899	- 3.1%	+ 39.1
	Total engagements	26,136	36,362	9%	+13.8
	Likes	3,283	3,737	- 3%	- 50.2
	Paid impressions	135,303	67,277	373.8%	+ 8.4
	Paid engagements	2,269	2,460	105.5%	+ 10.9
Instagram	Followers	2,538	2,815	13.7%	- 5.7
	Impressions	54,788	51,663	56.4%	- 7.6
	Reach	36,139	33,366	38%	- 18.9
Videos	Instagram video views	1,439	1,660	- 47.1%	
	Total Facebook video views	10,100	7,431	- 51.8%	- 26.4
	Paid Facebook video views	n/a	2,960		
	Total Twitter video views	25,220	13,568	43.6%	- 46.2
	Paid twitter video views	n/a	3,587		
	LinkedIn video views	8,630	2,093	73%	- 75.7
	YouTube views	7,723	7,639	62.4%	- 1
	Total video views across channels (paid and organic)	53,112	33,691	- 3%	- 36.5
LinkedIn	Followers	6,423	6,995	5.7%	+ 8.9
	Impressions	85,883	90,260	0.7%	+ 5
	Engagement	3,906	4,695	22.5%	+20.1
Total follows		31,236	33,370	6.4%	6.4%

Tower Hamlets Council
@TowerHamletsCov

Eid Mubarak 🌟

Today is Eid-ul-Fitr, which marks the end Ramadan.

This is a time to come together with friends, family and neighbours and celebrate Eid's tradition of giving and sharing. We send our warmest wishes to everyone celebrating Eid.



Tower Hamlets Council
@TowerHamletsCov

Wow! 🌟 Tonight brings 10 amazing days of @allpointseastuk 2019 to an end! 🌟 We hope everyone had an incredible time at our @VickyParkLondon throughout the festival! Goodnight, goodbye & safe home 🏡 To those visiting #TowerHamlets, we look forward to welcoming you back soon! 🌟



Tower Hamlets Council
@TowerHamletsCov

This time next week you could be dancing the night away at @AllPointsEastUK, right here in Tower Hamlets! 🌟

For your chance to win free tickets to this fab festival at the much loved @VickyParkLondon, simply like, share, tag your mates and visit: [socsi.in/j8tha](https://www.socsi.in/j8tha) 🌟

get your festival fix for free at All Points East's In the Neighbourhood

By Bobby Palmer
Posted Monday May 20 2019, 12:40pm

If you're a Londoner with your finger on the pulse, you'll already know about All Points East. If you don't, hey, no judging. It's only east London's newest, coolest festival double-weekender, returning for a second year with headliners including The Strokes and Chris...

But anyway, we're not here to beg you a ticket. In fact, we don't need to, because, for one week only, you can enjoy the festival vibe without paying a penny. Between the two weekends of music, the folks behind APE are teaming up again with Tower Hamlets Council to offer a smorgasbord of free events in the festival's sunny Victoria Park setting.

External email newsletters

Residents' e-newsletter

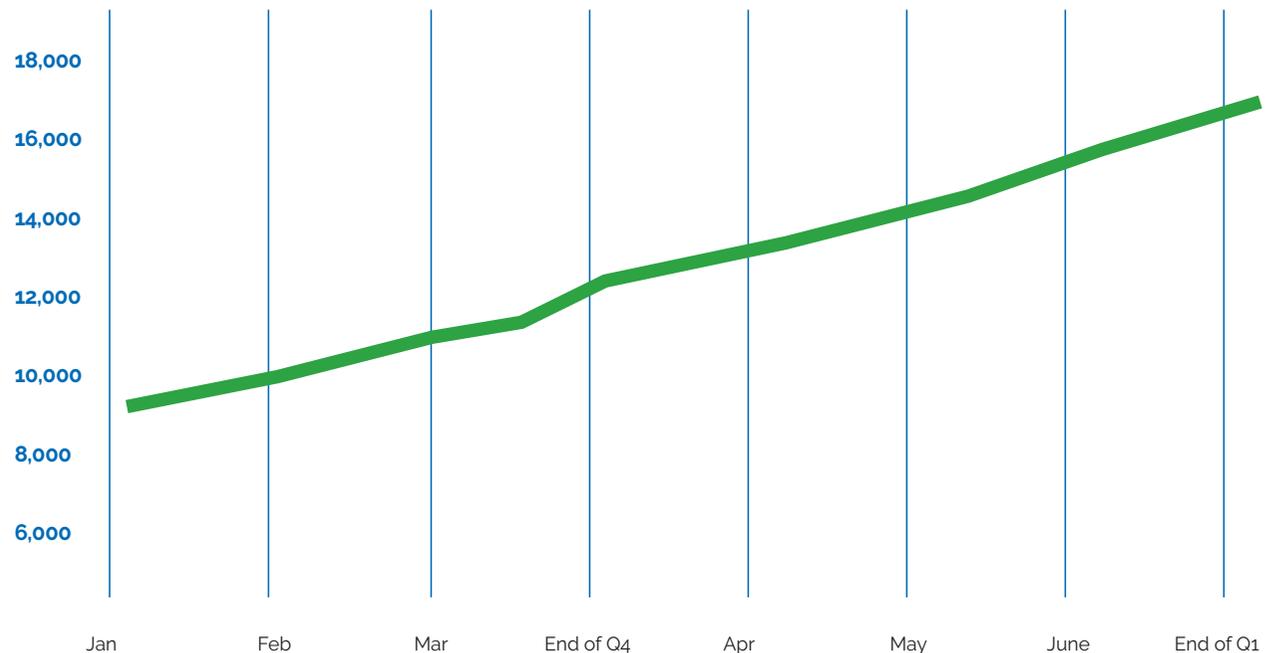
Our residents' e-newsletter audience increased by **33 per cent** in the first quarter of 2019/20, continuing the strong growth achieved in the previous year.

In quarter one, we achieved an average open rate of **48 per cent** and an average click rate of **11 per cent**. Both of these key metrics are significantly above UK local government benchmarks, and are also higher than the top performing **20 per cent**. Our most popular bulletin during the quarter received an above average open rate of **54 per cent** and included updates on recycling schedules, Easter activities and enforcement against rogue landlords.

Our concerted effort to drive engagement and grow subscriber numbers is ongoing this year, with added emphasis on maintaining interest with our audience following the previous year of rapid growth. This is to make sure we uphold our strong open and click rates, which have experienced a very slight dip in comparison with quarter four.

Our strategic focus on our residents' e-newsletter continues to include promotion across all digital and physical communications channels and crafting engaging content that interests our residents (based on data and metrics) and aligns with the council's priorities and campaigns.

Residents' e-newsletter subscriber growth Q4 to Q1



Residents' e-newsletter bulletins

Bulletins	% opens	% clicks	Top 3 stories	Subscribers
Your recycling collection days are changing from next week, 'eggcellent' Easter activities, another landlord fined and loads more 4 April 2019	54%	18%	<ul style="list-style-type: none"> - Recycling service changes - Landlord fined for HMO breach - Free Easter and spring activities 	12,161
Best place to live in London revealed, crackdown on drug dealers, what's on this weekend and more 18 April 2019	53%	10%	<ul style="list-style-type: none"> - Walks in the Isle of Dogs - EU elections - Cracking down on InLink boxes 	12,684
Leisure centre makeover, register to vote in EU elections by 7 May, save the date for 'In the Neighbourhood' and much more! 3 May 2019	46%	10%	<ul style="list-style-type: none"> - Improvements to Mile End Leisure Centre - EU elections - All Points East In the Neighbourhood - save the date 	13,209
Shop fined for knife sale, have your say on CCTV, win tickets to All Points East and more! 16 May 2019	38%	12%	<ul style="list-style-type: none"> - Win All Points East tickets - Shop fined for knife sale - All Points East In The Neighbourhood 	13,712
Primal Scream, Breathe Clean and wake up call for drug dealers 30 May 2019	51%	12%	<ul style="list-style-type: none"> - EU elections - Update on tackling drug dealing - All Points East wrap up 	14,723
Renting? Don't pay newly illegal tenancy fees – plus Liveable Streets, beautiful Bow, Mela magic & more 13 June 2019	46%	9%	<ul style="list-style-type: none"> - Tenants fees banned - Liveable Streets programme launched - Boishakhi Mela - what's on 	15,439
Standing up for our LGBT+ residents and backing business in our borough 27 June 2019	47%	7%	<ul style="list-style-type: none"> - Rainbow crossing to celebrate Pride in London - Subscribe to our newsletter - What's on 	16,372

Ongoing quarterly progress

Quarter 2018/19	Subscriber target	Actual subscribers end of quarter	% increase over quarter	Open rate - local govt benchmark	Our open rate (average)	Click rate - local govt benchmark 2018	Our click rate (average)
Q1 2018/19	5,723	5,698	2%	31%	51.50%	5%	14%
Q4 2018/19	8,585	12,350	53%		52%		12%
Q1 2019/20	14,820	16,477	33%		48%		11%

Our performance across quarter one sets us up for continued growth in 2019/20. Our residents' e-newsletter strategy and process is now embedded and is enabling us to engage with more residents and reach new audiences. Our focus for the year ahead will see added emphasis on maintaining our strong open and click rates. Part of this will include ensuring that we're setting ourselves up to have two-way conversations with our residents and using our newsletters to generate interest and engagement with council events, consultations and ways to get involved. We will also continue to offer residents special giveaways and run competitions.

Other e-newsletters

We have added **six** new topics during the first quarter, building our list of council newsletters being sent in Granicus. This includes location specific segmented lists for our Liveable Streets programme, a Bengali newsletter and a weekly bulletin containing planning applications and updates.

As such we now have **35,977** active, engaged subscriptions – which has increased by **27 per cent** since quarter four – and equates to approximately **27,000** individual residents and stakeholders (some individuals subscribe to more than one topic, which is also a great indicator of their interest in our content).

Growing these existing subscriber groups and creating new groups, better analysing them, improving integration and cohesion between the newsletters and cross-promotion will continue to be a priority moving forward. This will allow us to build a holistic picture of our residents and key

stakeholders while housing their details in a secure database that is compliant with the General Data Protection Regulation (GDPR). This will sit alongside our work to build a stakeholder database to ensure council services can contact key stakeholders and partner organisations with ease. It will also support the council's four-year plan towards going digital and improving our customer services.

Active council newsletters in Granicus system	Subscriptions – end Q4	Subscriptions – end Q1	% increase over quarter
Residents' newsletter	12,350	16,477	33%
Victoria Park	1,248	1,430	15%
Idea Stores	8,971	9,254	3%
Sports and physical activity	921	1,098	19%
Local history	2,178	2,396	10%
ESOL hub	163	86	-47%*
Bengali arts	122	122	0%
Severe weather updates	214	342	60%
Arts and events, arts news	2,127	2,644	24%
Business and skills	655	1,001	53%
New bulletins launched in Q1			
Bengali residents' newsletter		40	
Planning applications and updates		175	
Young Workpath		83	
Liveable Streets Bow		366	
Liveable Streets Wapping		149	
Liveable Streets Bethnal Green		294	
Total (engaged subscriptions)	28,294	35,977	27%
Total unique engaged subscribers (individual residents/ stakeholders)	Approx. 27,000		

*As a result of a necessary cleanse to correct a glitch and maintain an appropriate list

Internal communications

Some of the key highlights in quarter one have included:

Workplace sustainability

This quarter, we launched our sustainable workplace campaign in June and started the first phase of our campaign to remove all single use plastic in our main council offices (Mulberry Place, Albert Jacob House and John Onslow House). During June, we also announced the second phase of the campaign, with the introduction of food caddies at Mulberry Place. The project team will be looking at all areas of sustainability in the workplace over the coming months.

th now (weekly all staff newsletter)

The average open rate for April to June was **58 per cent**. The top read articles over the quarter were the employee spotlight, TOWER rewards updates and the chief executive's welcome message.

Managers' Briefing (monthly managers' newsletter)

During the quarter Yasmin Ali (town hall team), Will Tuckley (Chief Executive) and Andy Simpson (strategy and policy team) featured in the welcome message, alongside updates and latest news.

Chief executive roadshows

Over **266** people attended seven roadshows during June and July at Mulberry Place, Albert Jacob House, Whitechapel Idea store and Bow Registrar's Office.

We tried something new this quarter with the use of Slido, which allowed staff to use the online tool to ask questions anonymously through mobile

devices, along with live voting on issues. During the roadshows we also held workshops to gather suggestions on how we can create a more sustainable workplace. We received a lot of good feedback, which we will be building into our plans.



Your Voice Ambassadors (YVAs)

We have approximately **49** YVAs supporting the council across departments and office locations. Including around **287** YVA ICT champions recruited through an IT survey. We have been working with HR, Smarter Together and IT to promote the profile of YVAs. We have also improved and changed the way they are managed by creating champions for individual areas. Going forward, we will profile the YVAs and the individual projects they are supporting.

Compliment a colleague

The 'compliment a colleague' scheme recognises staff who have gone the extra mile and creates a constructive culture of positive recognition. We have received **591** compliments to date.

Smarter Together

During the past few months, we have been working with the Smarter Together team to support various projects through our internal communication channels.

Your Service, Your Idea

This scheme offers staff the opportunity to put their views and ideas forward on how we can achieve better outcomes. We have been working with the Smarter Together team to refresh the idea scheme and to improve how we communicate ideas through an online live dashboard using Yammer. We are relaunching the programme in July/August. To support the scheme, we have also updated the form and artwork.

POD sessions

At these sessions we explore the changes we should make to the council in our current buildings and what we could plan going forwards, for our new town hall.

The most recent session we held during April was on 'Working Smarter – Have your say'. We had a great turnout with **80** staff in attendance.

Yammer

In the last quarter, we passed the **1,500** mark for the number of members on Yammer with an additional **140** members joining. There were around **900** posts, with over **57,000** views.

#Back to the floor

We worked with HR to promote and launch 'Back to the floor', where senior staff spend time with council officers during a typical working day. The purpose was to help senior management better understand how services operate on a practical level and also the challenges. We requested all those taking part to post on Yammer using #backtothefloor. There were around **50** posts and **5,200** views.



Yammerlive with CLT

The monthly Yammerlive with CLT sessions have generated some interesting questions and conversations. The monthly sessions allow staff to engage and ask any question to members of CLT. In April, Will Tuckley, Chief Executive hosted, followed by Asmat Hussain, Corporate Director of Governance in May. Ann Sutcliffe, Corporate Director for Place was our host in June. The three sessions had **115** questions posted and around **7,584** views.

Staff Volunteering Scheme

After launching a new staff volunteering scheme at the TOWER Staff Conference and Awards in March, we have been widely promoting it across our internal channels. So far, **78** recorded contacts by staff have been made through the scheme.

TOWER Rewards

Over the past few months, we have been supporting the communications around the formal engagement — with trade unions and staff — on a set of proposed changes to our terms and conditions and benefits package known as TOWER Rewards.

There have been various staff engagement opportunities across office locations to offer support, to discuss issues and answer any questions. We will continue to work closely with HR to communicate and engage with staff.

Managers' Briefing

April			
Open rate	56%		
Top three	1 Welcome from Andy Simpson 2 TOWER Rewards update 3 Get prepared for PDR reviews		
Manager open rates	642	Total clicks	904
May			
Open rate	62%		
Top three	1 TOWER rewards update 2 Welcome from Will Tuckley 3 Additional payment for regular overtime		
Manager open rates	663	Total clicks	1,022
June			
Open rate	62%		
Top three	1 Welcome from Yasmin Ali 2 TOWER Rewards Update 3 Data Management Project		
Manager open rates	635	Total clicks	773

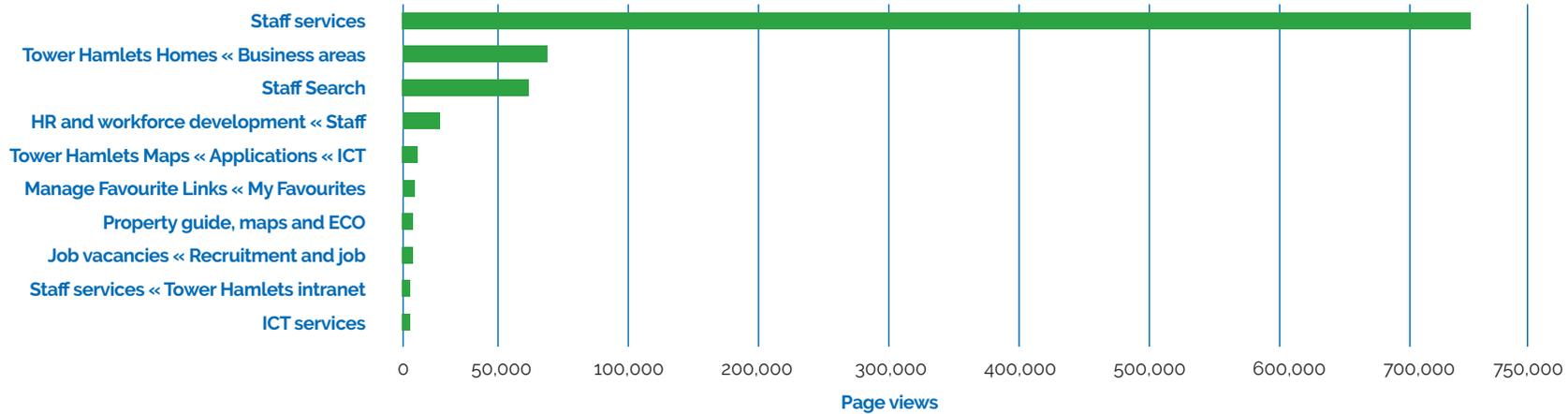
Internal all staff newsletter

Key indicator	3 Apr	10 Apr	17 Apr	25 Apr	1 May	9 May	15 May	23 May	30 May	6 June	12 June	20 June	26 June	
Open rate	57%	56%	57%	58%	57%	59%	58%	57%	57%	57%	55%	66%	63%	
Top three most popular items	1	Chief executive's message	Employee spotlight	TOWER Rewards	Chief executive's message	Chief executive's message	Chief executive's message	Chief executive's message	Employee spotlight	Employee spotlight	Chief executive's message	Employee spotlight	TOWER Rewards	Chief executive's message
	2	Employee spotlight	Chief executive's message	Chief executive's message	Ramadan advice	Employee spotlight	TOWER Rewards	TOWER Rewards	Chief executive's message	TOWER Rewards	Employee spotlight	Internal staff vacancies	Employee spotlight	Internal staff vacancies
	3	TOWER Rewards	Tennis comes to London	Employee spotlight	Employee spotlight	Business support service message	Employee spotlight	Employee spotlight	Internal Staff vacancies	Chief executive's Message	TOWER Rewards	Chief executive's message	Chief executive's message	Employee spotlight

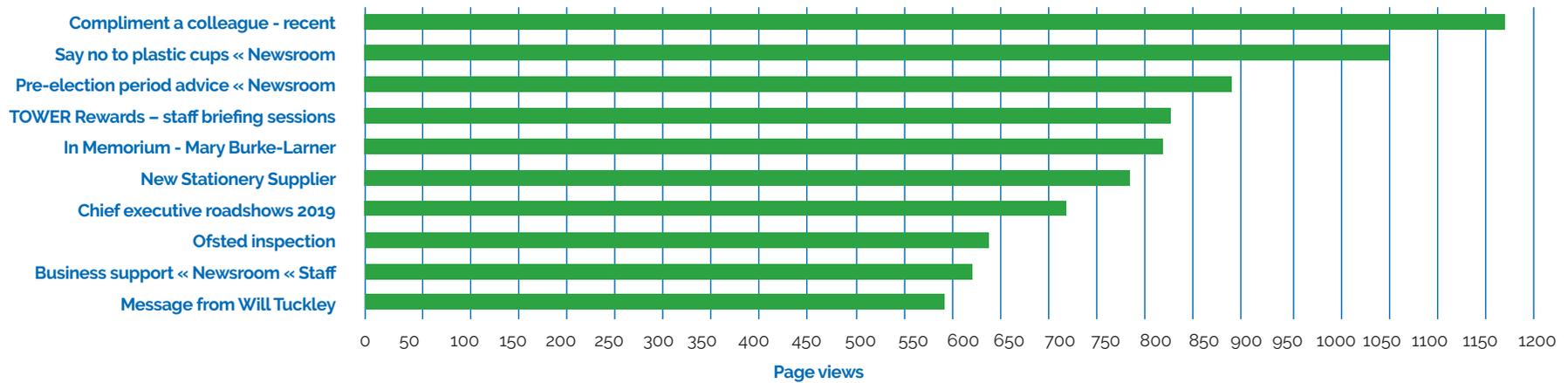
58%
 The average open rate of the internal staff newsletter in Q1



Intranet – most popular pages



Intranet – most popular news stories



Marketing

Some of the key highlights in quarter one have included:

Panacea

The Panacea management system continues to be used to monitor and manage all chargeable marketing jobs and projects across the council.

We continue to receive requests from services for marketing, design and print support from across the council outside of the key campaign material. The Panacea system has now been re-tendered and a contract is in place as part of a wider dynamic purchasing system (DPS) for print and design. New modules available include e-procurement, which will allow seamless quote call-off from the DPS and will be integral in evaluating any new print or design suppliers joining the framework. The DPS system is now live for tender and new suppliers will be evaluated and qualified on the system by August.

Additional campaign channels

As we continue to build on our marketing infrastructure, we are identifying additional means of acquiring outdoor advertising space to display key campaign work and generate income. We are currently cross referencing a list of possible advertising sites that can be erected on council-owned land with our existing advertising contracts to identify new sites

Recent additions to our advertising channels include **16** new Big Belly bins which have been branded with recycling and Love Your Neighbourhood App marketing.

We are also negotiating with the highways team to utilise some of the heavy duty lamp post columns within the borough – particularly in Brick Lane – to display advertising banners in conjunction with Bay Media.

CIPS re-tender

The contract with JCDecaux supplying advertising space on **43** community information panels (CIPS), six-sheet size, expired in 2015. Alongside re-tendering this sites, with the plan to make as many of these digital panels, the team has identified, and passed onto the planning team for review, a selection of possible sites that can be added to this list so that the overall number would be closer to **60**. A RAG report has now been received from the planning team, so we can now submit proposed additional advertising sites to our tendering process. This is at Tollgate 1 stage.

Brand refresh

Various options have been developed. Once in place, work can begin on a full set of guidelines, which will encompass all corporately branded material across the council. There are already areas within the council that are in a position to

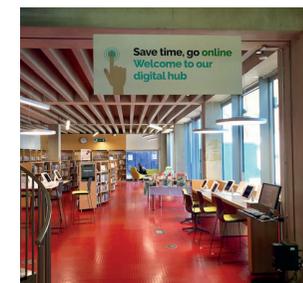
refresh branding, including the waste and parks teams.

Leisure centres

A full environmental audit has taken place and a report has been submitted to the divisional director of communications for review. This includes proposals and recommendation for expanding both our brand presence and possible campaign promotion opportunities.

Idea Stores

Work is continuing to explore the Idea Stores to identify where a lack of brand cohesion exists between the Idea Store brand and the Tower Hamlets Council logo. We increased the Tower Hamlets presence through the new digital hubs that have been installed by providing visual signposting to these areas for residents to carry out online transactions.



Marketing work undertaken through Panacea

Key indicator	Results
Number of jobs delivered through Panacea this quarter	310
Total value of marketing activity completed (inc. mark-up)	£135,897.99
Total mark-up generated	£11,100.87
Total pre-press (e.g. design) activity	£23,708.95
Total print, finish, mail activity	£85,322.54
Total advertising activity	£29,866.50

Client feedback

	Excellent	Good	Satisfactory	Poor
Account management	84.21%	15.79%	0%	0%
Creativity	73.68%	26.32%	0%	0%
Print quality	75%	20%	0%	5%
Schedule	80%	15%	0%	5%

Key marketing jobs and projects were undertaken within the following areas, including:

- School menu
- Transition support
- Parent advice centre
- Early years
- Fostering advert
- Social work academy
- Ofsted material
- Secondary music showcase
- Young peoples advice centre
- Independent reviewing officer
- SEND parent ambassadors
- Early help
- Civic awards
- Communications strategy 2019-21
- Fixed penalty notice pads
- AEG place banners
- Housing mailing
- Corporate stationary
- Graduate programme
- Smarter Together
- No place for hate
- 15/30 hours free childcare
- Parent governor report
- Safe after school
- Families matter
- Local Offer
- Workpath recruitment
- Domestic abuse
- Neglect workshop
- Volunteering – internal
- Holiday childcare scheme
- Operation Continuum
- Recycling changes
- Liveable Streets
- Breathe clean challenge
- Victoria Park material
- European elections
- Mela 2019
- Ticket giveaways
- Half term sports
- Estate soccer camps
- Save Time, Go Online
- Welcome to Tower Hamlets
- Staff conference winners
- Sustainability programme – internal
- Pensions benefits
- Summer events programme
- In the Neighbourhood
- Ask the Mayor
- Tower Hamlets Venues branding

310

The total number of print and design jobs undertaken in Q1



Communications quarterly report 2

July – September 2019



Contents

Overall summary	3
Communications goals	5
Campaigns	6
Media	10
Digital	13
Social media	16
External newsletter	19
Internal communications	23
Marketing	27

Overall summary

Welcome to the quarter two communications report for 19/20. This report shows how communications and the wider council has progressed with delivering the two objectives and nine goals to help achieve them set out in the communications strategy for 21/22.

External campaigns

A highlight of this quarter was the wide communications and engagement support provided for the development and delivery of the transport strategy consultation. This included: resident and business surveys; four engagement events; press releases; a webpage, supporting news item and carousel presence; a variety of social media posts; marketing collateral; alongside a number of internal communications. Working together with the strategy, policy and performance team, this helped to generate **2,587** responses. Page **6** offers more detail.

Quarter two for the Love Your Neighbourhood campaign also saw the communications team roll out the eighth Big Clean Up in September. A number of separate events took place together with partners, which resulted in **118** bags of general rubbish and recyclable waste being collected.

Throughout August and September, new and stronger messages were developed for the Breathe Clean campaign that were featured across the community information panels in the borough and promoted on social media. Linked to both Breathe Clean and transport, the communications

team worked to promote and support a Liveable Streets programme family fun day in Roman Road for Car Free Day.

Media

Across the quarter, we have generated over **940** pieces of print, broadcast and online coverage. **Fifty nine per cent** of this was positive, **31 per cent** neutral and **8 per cent** negative. We saw an overall increase of **10 per cent** in the number of positive stories compared to the last quarter. **Just under half** of this coverage was achieved proactively.

However, the percentage of negative coverage has also increased this quarter. This can be attributed, at least in part, to stories that attracted national rather than merely local attention. Examples include reporting on an ongoing employment tribunal case and controversy about a decision to deny permission for an event organised by a Palestine solidarity organisation. Very similar stories were repeated in multiple publications, which results in an increase in the amount of negative coverage recorded.

Overall, quarter two was a strong period with more than half of all coverage received being positive. The total coverage increased by over **5 per cent**.

The overall increase in the number of positive stories can be attributed to a number of stories including Ofsted 'good' rating, our new town hall, protecting our historic pubs and 'The Backstreet'. Page **10** provides more information.

We continue to maintain a very positive relationship with the BME print and broadcast media. This quarter saw a **32 per cent** increase in coverage overall compared to the last quarter and an increase of **33 per cent** in positive press. The increase in positive coverage and coverage as a whole is largely attributed to the Boishakhi Mela and summer events. There was also an increase in negative coverage as a result of some unsuccessful bids to the Local Community Fund. It is worth noting that negative coverage tends to be low on the whole with only **13** pieces of coverage.

E-newsletters

Our residents' e-newsletter audience increased by **33 per cent** to **21,975** subscribers in the second quarter, continuing our strong growth.

In quarter two, we achieved an average open rate of **45 per cent** and an average click rate of eight per cent. These are both above UK local government benchmarks and our open rate was higher than the top performing **20 per cent**. Our most popular bulletin during the quarter received an above average open rate of **48 per cent** and included our Ofsted 'good' announcement, updates on road closures for the London Triathlon, details of new council homes and summer activities at Victoria Park.

For other e-newsletters, we have added three new topics to the Granicus family (our newsletter software) during the second quarter. This included a community safety e-newsletter and location specific segmented lists for our Liveable Streets programme.

We now have **47,258** active, engaged subscriptions – which has increased by almost a third since the last quarter – and equates to **32,778** individual residents and stakeholders.

Social media

Our ongoing focus on high quality social media content in quarter two has helped us increase our followers to over **35,000** across our channels by a total of **5.3 per cent**.

The volume of videos produced and published by the communications team on social media also increased to **26**. This included our Ofsted 'we are good' celebratory film, which achieved a record number of **42,000** views. Views across our social media channels in total reached **70,734** – up by almost **110 per cent** from the previous quarter.

Other highlights for the quarter included reach increasing on both Facebook and LinkedIn. Engagements on Facebook also went up, meaning more people were liking, sharing and commenting on our posts – both paid and unpaid. Meanwhile on Twitter, we had **30** tweets recognised as Great UK GOV tweets.

The communications team is also working hard to monitor, tag and respond (where needed) to social media queries, which this quarter stacked up to nearly **11,000**.

Digital

Visits to the website continue to increase, with a **16 per cent** increase in visits this quarter compared to the same period last year. The most popular page was 'your council tax'. The number of visitors who pay their council tax and penalty charge notices straight from the homepage has continued to increase by **15.5 per cent** and **4.8 per cent** respectively since the previous quarter.

Joint work with customer services has continued and during quarter two, digital solutions for bulky waste bookings and applications to join the housing register went live. During quarter two, **3,550** bulky waste bookings were made using the online system and **485** housing register applications were submitted.

We now have **27,066** users registered on Firmstep, an increase of **34 per cent** since the end of quarter one.

Marketing

During the last quarter, the communications team has worked on tender documents for its **43** community information panels. We now have approval to proceed. Alongside this, we have identified a number of other sites for the planning team to review. This would bring the overall number up to **60** with the aim of bringing extra revenue as well as more opportunities for free council advertising.

We have developed a preferred option for the brand refresh. In addition, a full environmental audit has taken place of the branding in leisure centres and a report has been submitted to the divisional director for review.

We now have our dynamic purchasing system up and running, which enables more competitive pricing for print and design and offers more savings for the council.

Internal

This quarter, our Smarter Together Your Service, Your Idea scheme was relaunched through three lenses – save time, save money and be more sustainable. Over the next few months, the communications team will be working with the Smarter Together team to promote the scheme and to gather ideas from staff.

To support senior management being more visible, during July we worked with HR to launch back to the floor with senior management. Those taking part posted live on Yammer. There were around **50** posts, which generated around **5,200** views.

In the last quarter, we passed the **1,500** mark of staff members on Yammer. There have been around **700** posts, with over **47,000** engagements.

Communications goals – progress

Objective one: To tell our story as a council and as a place

1. We all tell our story:

- Place features ran in Our East End. September's edition included the Truman Brewery and a feature on dancer Akram Khan
- Council stall at the Queen Mary University's Freshers' Fair generated over **75** sign-ups to our e-newsletter and introduced hundreds of new students to the council and the borough.
- Our reach on LinkedIn continued to increase, aided by staff sharing and posting good news about the council. This has helped us welcome more than **400** followers.

2. Everyone uses the new brand and style guidelines:

- Brand refresh options developed with chief executive feedback. To be presented to CLT and MAB.
- House style developed. Training and rollout being planned.

3. Communications with the biggest impact:

- Directorate plans are being finalised together with senior leadership.
- Campaign plans are being reviewed together with services to agree deliverable actions.

4. Advertising and commercial opportunities:

- Commercial manager being employed to join one day a week to find and deliver new advertising opportunities.

- CIPS retender now has procurement approval to proceed, which will increase number of sites to **60**.

Objective two: Expand from broadcast communications to conversation and two-way engagement

5. All consultations through the new consultation hub:

- Platform has been selected and procured.
- Core training delivered to 'super users'.
- Draft guidance has been produced, shared at DLTs and will be communicated on the intranet and wider internal channels

6. Creation of a corporate, segmented, stakeholder database:

- Together with strategy, policy and performance team, a stakeholder database of over **1,000** has begun including GPs and segmented lists of residents.
- We now have **47,258** active, engaged subscriptions on our Granicus platform – which has increased by almost a third since quarter one – and equates to **32,778** individual residents and stakeholders.

7. Improving our website and moving services online:

- Visits to the website continue to increase, with a **16 per cent** increase in visits.
- The number of visitors who pay their council tax and penalty charge notices straight from the homepage has continued to increase by **15.5 per cent** and **4.8 per cent** respectively.
- **3,550** bulky waste bookings were made

online and **485** housing register applications were submitted.

- **27,066** users are registered on Firmstep, an increase of **34 per cent** since the end of quarter one.

8. Social media treated as a customer service tool as well as communications:

- Increased our followers across our channels by **5.3 per cent** to reach a total of over **35,000**.
- Views across our social media channels in total reached **70,734** – up by almost 110 per cent from the previous quarter.
- Ofsted 'we are good' celebratory film achieved a record number of **42,000** views mainly from social media engagement.
- **30** Great UK GOV tweets.
- Monitored, reviewed, investigated and responded where necessary to nearly **11,000** incoming messages.

9. Internal communications – a strategic driver in transformation and culture change:

- Smarter Together Your Service, Your Idea scheme relaunched through three lenses – save time, save money and be more sustainable.
- Launched back to the floor with senior management. Those taking part posted live on Yammer. There were around **50** posts, which generated around **5,200** views.
- **1,500** staff members are now on Yammer. There have been around **700** posts, with over **47,000** engagements.

Campaigns

Some of the key highlights in quarter two have included:

Transport strategy

The communications team supported the design and content of the council's transport strategy alongside the development and publicity of a supporting consultation, which ran from 31 July to 22 September.



This included:

• Surveys:

- The development of a survey for use with residents at events and to be housed on the website (together with strategy colleagues)
- A telephone survey for **1,100** residents (same questions) and **500** businesses, representative quotas for the borough's population.
- In total we received **2,587** responses to the consultation survey - **1,257** responded online and **1,600** responses through the telephone survey.

• Four engagement events:

- To encourage participation in the transport survey, the communications team commissioned the Campaign Company to support four engagement events that were held across the borough (Canary Wharf, Whitechapel, Shadwell and Bromley-by-Bow).
- The events saw hundreds of residents,

workers and visitors taking part in the survey and talking about improvements that could be made to local transport.

- Transport for London and Crossrail attended the events where possible. The events were supported by ward councillors, who promoted them on social media, and attended alongside the mayor and Cabinet member.

• Press releases:

- Two specific releases were written alongside an additional three that promoted the consultation. We used related media moments, such as the opening of the new Santander Cycles station at Victoria Park, to promote the survey to interested audiences.
- Coverage on the strategy and consultation was achieved in the East London Advertiser, Janomot (BAME channel) and in the Zero Emission Network partnership newsletter and website.

• Website:

- A webpage with direct URL (www.towerhamlets.gov.uk/transport) was created to support the consultation. This page linked to the online survey.
- Homepage news items carried the above news items.
- The homepage carousel (rolling banner) featured the consultation throughout the period.

- **Social media:** A variety of social media posts focused on the strategy priorities, engagement

events and a countdown to the launch of the online survey. Platforms including Twitter, Facebook, LinkedIn and Instagram were used.

- **73** social media posts
- **1,000** total clicks
- Reach of **888,000**
- **2.35 per cent** engagement rate

• Marketing collateral created to support events:

- A5 flyer
- Two pop-ups
- Engagement materials (track your journey; TfL leaflets)



- **Internal:** The strategy and consultation was promoted across multiple platforms.

- th now
- the members and headteachers' bulletins
- the intranet homepage
- Yammer
- verbal updates at management meetings across the council.

Love Your Neighbourhood

The Big Clean Up

The communications team oversaw, managed and promoted the eighth Big Clean Up in September 2019. Clean-ups took place in Mile End



Park, along Regent's Canal, the outskirts of the Royal London Hospital in Whitechapel and Meath Gardens.

Variety was the key to success for this round of clean-up events: Rachel Keeling Nursery took part in a litter project with a local artist after a park clean-up; Canary Wharf's Moody's did a litter pick in canoe boats along the canal; and Good Gym members organised a group run to Whitechapel before a litter pick.



Throughout the week **118 bags** of general rubbish and recyclable waste were collected – amounting to **187kg** of litter that had been dumped in streets, parks and along the canal.

Two clean-ups also took place on 31 August: one with Councillor Edgar, local religious leaders and residents from Wapping Gardens; and another with Councillor King and residents, which was a small part of a wider action day.



A ninth Big Clean Up is lined up for March 2020, to coincide with the 'Great British Spring Clean' campaign organised by Keep Britain Tidy.

Recycling Week

Recycling Week, a celebration of recycling organised by WRAP, took place between 23 and 29 September 2019. During the week the communications team coordinated a Recycling Week Action Day, which took place on 25 September.



Starting with the theme of 'Recycling: It's in our Hands', we brought together various groups (Plastic Free Roman Road, Sunny Jar Eco Hub, the Women's Environmental Network, Queen Mary University of London (QMUL) and Rachel Keeling Nursery) for the action day in Globe Town Market Square. Throughout the day we had stalls from Plastic Free Roman Road, the Women's Environmental Network and engagement officers from the clean and green team promoting sustainable activities and recycling.

Meanwhile, QMUL students took part in a consumer survey with businesses along Roman Road. Working with ideas on a 'sustainable high street', the students quizzed cafes and shops on their recycling habits, single-use plastic and their abilities to be sustainable businesses. The results of the survey were unveiled at an event at the Mile End Ecology Pavilion two days later, with waste and communications officers speaking to students about their findings, as well as council initiatives around sustainability and recycling.

Safer Together

Antisocial behaviour pilot

In May, two neighbourhood walkabouts took place in Limehouse and Weavers as part of an antisocial behaviour (ASB) pilot that has been running for a year. Residents joined the council and partners to identify actions that could be taken to improve the local area and make it a more pleasant place to live. In August, an action day was organised in Limehouse at Rectory Gardens to address the concerns raised.

Activities included: a clean-up of litter and rubbish; the removal of two benches, which were congregation points for loitering; painting railings; and a weapons sweep. The action day was promoted on social media and the communications team developed a leaflet ahead of the day, which was distributed to local residents.



A press release was issued after the action day, which was covered in the East London Advertiser. An 'action taken' leaflet has also been created to update residents on the successful outcomes of the day.

A further action day is now being organised for Weavers ward.

Safer Together e-newsletter

The communications team has worked with the community safety team to produce the first community safety newsletter, advising on content and tailoring information into an accessible format for our residents.

The newsletter will help residents stay informed of our partnership working with police and other organisations around community safety. It will also share successes of work to reduce crime and ASB.

The newsletter has been promoted on social media channels and currently there are over 150 people signed up.

Breathe Clean

Earlier in the year, pupils at Clara Grant School wrote a song about addressing the direct impact of poor air quality on their health. 'Breathe Clean Blues', a classic mix of observation and call to action, was then professionally recorded at East London Arts and Music. The communications team visited the pupils to record them singing the song live and shared videos through our social media channels in August.



Throughout August and September, new and stronger messages were developed for the Breathe



Clean campaign. These directly reference poor health, quality and toxic air along with a call to action designed to encourage people not to take short car journeys. These were rolled out across the community information panels in the borough and promoted on social media in late September.

Further Breathe Clean graphics are being developed along with a new narrative that includes more health figures and digital collateral. The intention is to roll these out in quarter three.

Place campaign

The place campaign research phase has completed and a presentation was given to the Tower Hamlets Partnership board in July. The board gave approval to move to the design stage for the campaign. The communications team is now looking at other place campaigns to model our approach on and the suggested next steps.

Campaigns table

Campaign (G, S – Gold, Silver)	Preparation/research	Launched	Completed	
Place (G)				EXTERNAL
Safer Together (G)				
Love Your Neighbourhood (G)*				
Breathe Clean (G)				
Tackling poverty (G)				
Go online (G)				
Transport strategy (S)				
Housing and regeneration (G)				
Town hall (S)				
Direct payments (S)				
Major events (S)**				
Brexit (S)				
Tower Hamlets venues (S)				
Apprenticeships (S)				
Budget				
Smarter Together				
Recruitment				
Customer service promise				
Staff wellbeing offer				
Volunteering – 48 hours				
Chief executive roadshow				
Staff conference and awards				
Sustainable workplace				

Media

Some of the key highlights in quarter two have included:

Ofsted announcement July 2019

In July 2019, our Children's Services achieved a 'good' rating from Ofsted. This was a significant achievement after receiving an inadequate rating in April 2017. The communications team maximised the opportunity to both tell our story and flag other key council improvements.



We announced the news to coincide with the publication of Ofsted's report. The team proactively placed some key media interviews, including with Debbie Jones, Director of Children and Culture in **the Guardian** and wider trade press such as Children and Young People Now and Will Tuckley, Chief Executive in the Municipal Journal (MJ).

Additionally, the communications team and Children's Services commissioned a video to tell our success story through the voices of children. To achieve this, we worked with council



colleagues, children, teachers and carers across eight locations in schools, children's centres, youth services and leaving care facilities. We also worked with our partners and colleagues to actively encourage sharing the video across all channels, including LinkedIn. The video has been viewed over **42,000 times**.

Town hall media tour September 2019

The next stage of activity to showcase progress on the council's new town hall project took place in September. The communications team invited select media and journalists to have a tour of the Grade II-listed Royal London Hospital to show how the council is bringing one of the borough's most historic buildings back to life. Part of the news story was the creation and burying of a time capsule in the walls of the building.



This generated coverage in **The Londonist, Evening Standard, BBC Online, East London Advertiser, IanVisits.co.uk** and **Construction News**.

Protecting historic pubs

In August, Cabinet agreed that 37 of the most

historically and culturally significant venues will be given 'locally listed' status.

The council was acting on residents' concerns that these landmarks were much loved and needed protection from property developers. This is the first time a council has used its powers to give protection to this many pubs. This created a number of media and social media opportunities for the communications team to use to generate positive news.

BBC television, the Mirror Online, Evening Standard, Time Out, East London Advertiser and a number of trade publications, such as **the Caterer** and **Licensee and Hotelier**, covered the story.

LGBT venue

The communications team successfully handled a media enquiry from the Guardian that generated positive coverage around the council's decision not to grant a planning application to



safeguard the future of internationally famous LGBT venue in Mile End. 'The Backstreet' story in [the Guardian](#) was then followed by a number of articles in LGBT media, including [Pink News](#) and on social media.

No Laughing Matter

A council enforcement against a shop selling nitrous oxide canisters made the news in the [Evening Standard](#) and positively flagged our previous council campaign No Laughing Matter.



Key moments

July

- Stay scam-free during Hajj.
- Family fiesta of music and fun at the Boishakhi Mela.
- Young mayor and his team visit Cabinet.
- Green light for 17 more council homes in Bow.
- Update: Bow Liveable Streets trial suspended.
- Win tickets to the Müller Anniversary Games.
- Tower Hamlets receives hate crime champions award with pride.
- Over 600 pupils run in record-setting Daily Mile.
- Football connects police, council and young people.
- Tower Hamlets leads from the front on sustainability.
- Summer Activities: Free events for people of all ages.
- Bow Community Hub: a new space for the local

community to connect and grow.

- Green light for 17 more council homes in Bow.
- Statement on structural works required at Malting House and Brewster House.

August

- Improved GCSE results in Tower Hamlets.
- Local residents with dementia celebrate Eid at London Muslim Centre.
- Shop fined for selling cigarettes to 13 year old.
- Have your say on where the council homes of the future will be built.
- Class of 2019 achieve A Level success across the borough.
- Housing fraud conviction following made up stories and documents.
- Make sure you're registered to vote – look out for the household enquiry form (HEF).
- Tower Hamlets young musicians make sweet music in Germany.
- Council steps in to give more time at the bar.
- New Santander Cycles station at Victoria Park.
- Annual Mayor's Cup competition kicks off.
- Progress made towards becoming carbon neutral by 2025.
- Bus gate approved in Wapping.
- £2.7 million funding boost for 50 community bidders to improve people's lives.
- From Watney Market to the world wide web – council helps retailers make the most of online marketing.
- Prudential Ride London 2019: Information for residents.

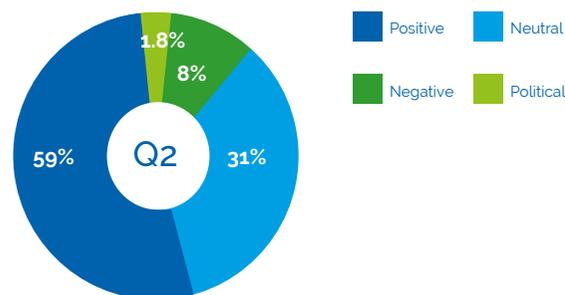
September

- Thousands enjoy Car Free Day.
- Secretary of State for Education visits "inspiring" Tower Hamlets alternative education provision.
- "It's in our own hands" – council sets its stall out for Recycling Week.
- Tower Hamlets hosts London in Bloom Awards 2019.
- Celebrate Black History Month 2019.
- Council officers support action against climate change.
- Award-winning peer mentor celebrated at Recovery Walk.
- Get tested your way this Sexual Health Awareness Week.
- Community projects welcome council's Small Grants Fund.
- Roman Road at the heart of Car Free Day.
- Ofsted rates Tower Hamlets summer holiday scheme as 'good'.
- Exciting finale as Barnardo win Mayor's Cup 2019.
- Shop fined for selling knife to teenage girls.
- Big Clean Up 8.
- Thousands have their say on Tower Hamlets transport strategy.
- Hundreds head to Whitechapel in search of a new career.
- Community takes action in Limehouse.
- New 'Unite and Resist' exhibition explores borough activism.
- Annual residents' survey results revealed.
- Training for safer lorry driving.

Media activity

Reporting month (2019)	Media enquiries received	N° of press releases
July	25	27
August	26	17
September	11	21
Q2 Total	62	65
Q1 19/20	87	66
% Change	-28.8%	-1.6%

Tone of coverage



Tone of coverage by month

Key Indicator	July	August	September	Q1 19/20	Q2 18/19	% Change
Total mentions All media	271	389	235	Total 895 Positive 504 Negative 58 Neutral 311 Political 22	Total 940 Positive 555 Negative 78 Neutral 290 Political 17	Total +5.03% Positive +10.12% Negative +34.48% Neutral -6.75% Political -22.73%
National coverage	41	49	50	Total 140 Positive 37 Negative 22 Neutral 76 Political 5	Total 107 Positive 29 Negative 30 Neutral 45 Political 3	Total -23.57% Positive -21.62% Negative +36.36% Neutral -40.79% Political -40.0%
Regional coverage	21	41	18	Total 80 Positive 25 Negative 10 Neutral 44 Political 1	Total 63 Positive 24 Negative 6 Neutral 30 Political 3	Total -21.25% Positive -4% Negative -40% Neutral -31.82% Political +200%
Local coverage	72	78	75	Total 225 Positive 110 Negative 17 Neutral 83 Political 1	Total 236 Positive 87 Negative 26 Neutral 113 Political 10	Total +4.89% Positive -20.91% Negative +52.94% Neutral +36.14% Political -33.33%
Trade coverage	53	66	34	Total 153 Positive 70 Negative 5 Neutral 77 Political 1	Total 141 Positive 67 Negative 3 Neutral 70 Political 1	Total -7.84% Positive -4.29% Negative -40% Neutral -9.09% Political n/c
BME	84	155	58	Total 297 Positive 262 Negative 4 Neutral 31 Political 0	Total 393 Positive 348 Negative 13 Neutral 32 Political 0	Total +32.32% Positive +32.82% Negative +225% Neutral +3.23% Political n/c

Positive – A positive story about the council
 Negative – A negative story about the council
 Neutral – Mention of the council but with no overall positive or negative tone
 Political – Party political commentary, a story authored by a politician, or one carried in a party-affiliated publication

Digital

Some of the key highlights in quarter two have included:

Website

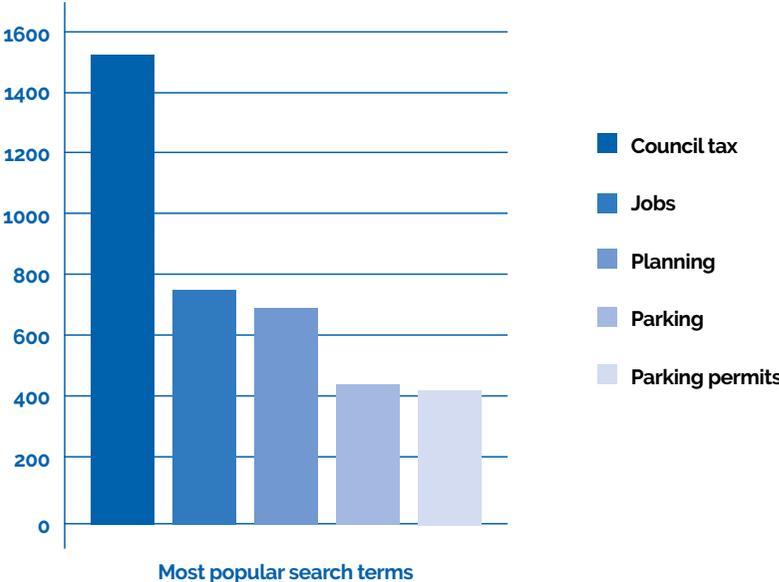
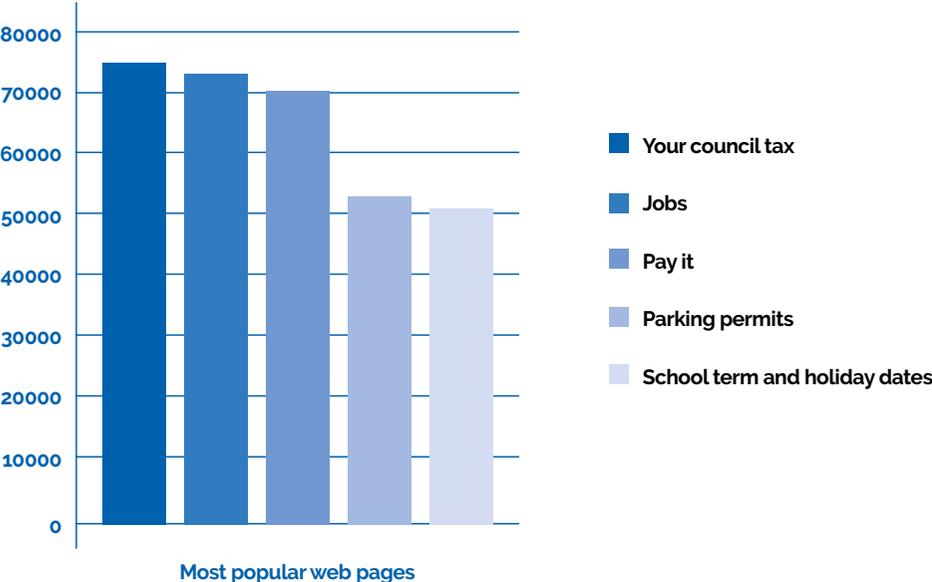
Visits

Visits to the website continue to increase, with a **16 per cent** increase in visits this quarter compared to the same period last year.

The most popular page was 'your council tax'. The top five pages for page views and the top five search terms are all typical of this time of year.

	July	August	September	Q2 total
Visits 2019-20	298,616	282,688	296,054	877,358
Visits 2018-19	244,555	240,413	269,414	754,382
Percentage change	22.1%	17.6%	9.9%	16.3%

Top five



Homepage and contact us

After a steady decrease in page views for the 'contact us' and 'contact us by phone' pages, these have remained static for quarter two compared with the previous quarter.

Contact us: percentage of visits to the site		
Date range	Contact us	Contact us by phone
Q2 2019-20	1.2%	1.2%
Q1 2018-19	1.2%	1.2%

The number of visitors who pay their council tax and penalty charge notices straight from the homepage has continued to increase by **15.5 per cent** and **4.8 per cent** respectively since the previous quarter. This has more than doubled from quarter two last year.

Accessibility and plain English

There are now stricter accessibility regulations as a result of the Equality Act 2010. All new public facing content online must now meet the new criteria. We have until 23 September 2020 to make existing content and websites compliant.

This impacts all online portals and content published online, including pdfs. To raise awareness and ensure the council is ready, the communications team is presenting at DLTs and providing training and support to teams.

There is also a need to raise the readability of our web content. Currently more than half of our website has a reading age of 18 or more. Over seven million adults in England have the literacy age of an 11 year old, so it is critical this is improved.

To do this, we are moving to centralised publishing. This will allow the communications team a chance to input earlier with a focus on user journeys, accessibility and readability. Services will continue to work as the subject matter experts and be responsible for ensuring their content is up to date.

We are also running training on how to write for the web for those involved in writing content. This will give staff a greater understanding of what is required for our website and ultimately for our residents. **Fifty** staff attended these workshops in quarter two.

Everyone who filled in a survey after attending training said they would go to another session. **Eighty six per cent** found it useful or very useful.

We will continue to run these workshops and to roll out further training and guides on accessibility, user journeys and basic web layout and terminology.

Consultations

The communications team has procured a new online consultation portal that will start to be used in quarter three. Training for the team has taken place and together with the strategy, policy and performance team, guidance on how to consult and engage will soon be issued.

Four online consultation surveys were run during this quarter using SmartSurvey.

1. Planning to make changes to SEND funding (closed) **Responses: 295**
2. Proposal to close Raine's Foundation School (ongoing). **Responses by the end of quarter two: 104**
3. Youth services consultation (young people) **Responses by the end of quarter two: 110**
4. Youth services consultation (parents and carers) **Responses by the end of quarter two: 10**

Online forms

Joint work with customer services has continued and during quarter two, digital solutions for bulky waste bookings and applications to join the housing register went live.

We now have **27,066** users registered on Firmstep, an increase of **34 per cent** since the end of quarter one.

Bulky waste

In mid-July we went live with a self service form for bulky waste requests, which allows customers to manage their own booking, including changing collection dates or cancelling a booking.

Previously customers had to phone the contact centre for this service. Contact centre staff would book the information into Siebel, Veolia would pick this information up and book it into their own system. To get an update, customers would have to call us again. Any information we were able to give the customer relied on timely and accurate updates from Veolia into Siebel.

The new form removes all these steps and is linked with our Local Land and Property Gazetteer collection of addresses (so only genuine Tower Hamlets addresses can be used). The form also recognises commercial addresses, which are not entitled to free bulky waste collections. Each household is limited to two collections per year, in line with the current policy.

During quarter two, **3,550** bookings were made using the online system. The contact centre has continued to offer to book on behalf of customers if they phone in. Data from early October suggest this accounts for **9 per cent** of bookings, resulting in a channel shift of **91 per cent**.

Housing register

In mid July, we also went live with an online form for customers to join the housing register. This is a long, complex form that requires a significant amount of evidence to be provided by the resident so we can assess their needs.

Previously, this was a paper form and residents would visit One Stop Shops with a wide range of documents. Staff would help customers find out which evidence they needed to provide, scan this and post this to the housing options service, who would input all the information from the paper form before being able to assess the application. This led to long processing times, as well as taking up significant resource in the One Stop Shops.

Since going live with the online form, residents are able to submit their own applications online in their own time, without having to attend a One Stop Shop during opening hours. The form can be saved and returned to later, allowing residents to take the time they need to find the correct evidence and information.

Housing options staff receive all applications in a dashboard view, from where they can immediately start the assessment process.

485 applications were submitted in quarter two.

In quarter three, we expect to go live with a form for residents to report a change of circumstance once they are on the housing register.

Parking

A single sign on has been set up for the new parking system. Once this is live, it will allow customers to apply for parking permits using their existing Firmstep login details, which will improve their overall online experience

Social media

Social media

Our ongoing focus on high quality social media content in quarter two has helped us increase our followers across our channels by a total of **5.3 per cent**.

The volume of videos produced and published by the communications team on social media also increased. This included our Ofsted 'we are good' celebratory film, which achieved a record number of **42,000 views**.



The video was voiced entirely by children at eight locations in schools, children's centres, youth services and leaving care facilities. Two versions were made, one for Twitter and a longer one for other channels. We shared content relating to Ofsted for several weeks to help maintain momentum, and boosted this with a low level social media ad spend to specifically target professionals, parents and carers.

Other highlights for the quarter included reach increasing on both Facebook and LinkedIn. Engagements on Facebook also went up, meaning more people were liking, sharing and commenting on our posts – both paid and unpaid. Meanwhile on Twitter, we had 30 tweets recognised as Great UK GOV tweets.

Growth and engagement

Twitter:

- Our followers now total **19,379**, which is a positive increase of **3.8 per cent**.
- We have maintained our place at number **14** on the most followed London boroughs. We now need to increase our followers by **20 per cent** to secure our place at number 10 in the list.
- Our engagements and reach experienced a dip, which interestingly was noted in the second quarter of the previous year as well.

Facebook:

- Our page likes now total **4,965** and have increased by a notable **6.4 per cent**.
- We maintained our place at number **16** in the list of London boroughs, and would need to grow our followers by **46.2 per cent** to reach the top 10.

Instagram and LinkedIn:

Both our Instagram and LinkedIn accounts experienced strong audience growth of **9.4 per cent** and **6.6 per cent** respectively.

Our reach on LinkedIn continued to increase, aided by staff sharing and posting good news about the council. This has helped us welcome more than **400** followers during the quarter.

However, there was a slight reduction in engagement on both accounts. This may be due to seasonal variance, with summer holidays leading fewer people to be engaging in social media content on professional networks like LinkedIn. In the case of Instagram, the previous quarter included visual and engaging events like All Points East and a spring photo competition, both of which were very popular – making the second quarter a little more challenging to reach the same heights.

These platforms are both central to our social media audience growth and content plans for the remainder of 2019/20.

Content and videos

Content that performed exceptionally well across our social media channels related to: our 'good' rating from Ofsted; the transport strategy; A Level and GCSE results; Pride in London; stories on the environment, housing, community safety, public health and parks; and the new town hall.

Our posts on Twitter continued to be recognised by Great UK GOV tweets. In quarter two, our tweets were highlighted **30 times**, including the following three tweets making the top 10:

- Partnering with Hackney on Rainbow crossing for Pride in London – ranked seventh on 7 July.
- Planned road closures for the Bow trial – ranked sixth on 13 July.
- 'Good' rating from Ofsted – ranked eighth on 22 July.

This quarter, we produced and shared **26 new videos** including: the renters' charter; good rating from Ofsted, Breathe Clean Blues; A Level and GCSE results; Big Clean Up; summer events; and more.

This equated to an increase in video content compared to the previous quarter (four more). The team's effort to produce these high quality videos was rewarded with views across our social media channels reaching **70,734** – up by almost **110 per cent** from the previous quarter.

We are continuing to create fresh new video

content and dedicated multimedia moments in each quarter. This sees content planning for the upcoming quarter well underway – with videos for Our Day, Royal London Hospital memories, Christmas and more to be created and published.

Reactive social media

We continue to receive a high volume of reactive and customer service focused tweets, comments and messages.

There was an increase in incoming social media during the quarter, with nearly 11,000 messages coming into our Orlo inbox (social media management tool). The communications team monitored, reviewed, investigated and responded to these messages where necessary, managed through a social media duty rota.

The increase can be attributed in part to multiple things:

- Residents ever increasing expectation that they can engage with organisations on social media to follow up customer service queries.
- The council's increased responsiveness on social media indicating to residents that we're there and listening.
- A backlog within services such as council tax and clean and green, leading to residents following up issues on social media rather than repeatedly using online forms or trying to call the council.
- Topics like our draft transport strategy that are particularly interesting to active social media

users, including residents interested in their local roads, as well as activists and lobby groups.

Tagging messages

During the quarter we continued to make smarter use of the tagging feature in Orlo. This is allowing us to mark incoming messages with a specific tag that indicates the type and topic of the query.

We are currently using three categories as our primary tags. These are:

- corporate communications
- customer service
- general discussion.

These are enabling us to better analyse the exact types of reactive queries we are dealing with on social media and how many queries each month may be better and more efficiently handled by a customer service function.



Tagging

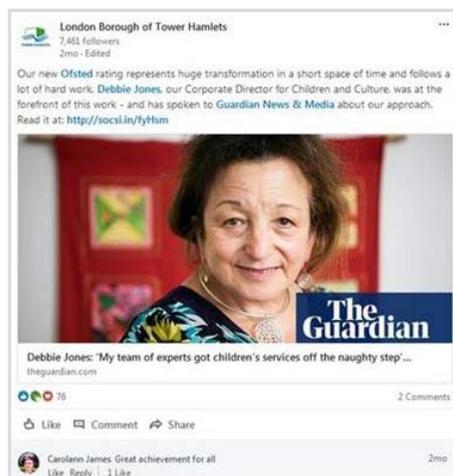
	Q1	Q2	Change
Total incoming messages	7,859	10,970	+ 39.5
Total tagged messages	1,808	8,949	+ 394.9
Corporate communications	1,491	6,750	+ 352.7
Customer service	264	1,072	+ 306
General discussion	n/a	1,053	n/a

*Please note the figures for customer service and corporate communications during quarter one includes approximately one month's worth of data. Ongoing work will ensure these are painting an accurate picture.

For example, corporate communications is currently the default option for any query that doesn't relate to a direct customer transaction. It therefore includes content related to our campaigns and corporate issues, as well as a high volume of messages we receive that do not require a response (issues management and community sentiment).

Customer service queries, while lower in volume, are much more time consuming for the communications team to follow up.

We introduced the new tag for general discussion in August, part way through the quarter, to help quantify these sorts of conversations more accurately. The data in quarter two for general discussion includes approximately two months' worth of data.



Social media

Key indicator		Q1	Q2	% change
Facebook	Page likes	4,663	4,965	+ 6.4
	Page followers	4,907	5,245	+ 6.8
	Total Reach	313,013	335,665	+ 7.2
	Total post engagements	16,123	16,876	+ 4.6
	Paid post engagements	1,741	2,188	+25.6
	Paid reach	76,687	113,518	+ 48
Twitter	Followers	18,653	19,379	+ 3.8
	Tweets	558	341	- 38.9
	Total impressions	1,450,312	1,223,451	- 15.6
	Retweets	1,899	1,576	- 17
	Total engagements	36,362	23,767	- 34.6
	Likes	3737	3,046	- 18.4
Instagram	Paid impressions	67,277	52,518	- 21.9
	Paid engagements	2,460	85	- 96.5
	Followers	2,815	3,080	+ 9.4
	Impressions	51,663	25,927	- 49.8
	Reach	33,366	17,473	- 47.6
	Videos	Instagram video views	1,660	618
Total Facebook video views		7,431	29,039	+ 290.7
Paid Facebook video views		2,960	22,083	+ 646
Total Twitter video views		13,568	30,593	125.4
Paid twitter video views		3,587	3,946	+ 10
LinkedIn video views		2,093	2,721	+ 30
LinkedIn	YouTube views	7,639	7,763	+ 1.6
	Total video views across channels (paid and organic)	33,691	70,734	+ 109.9
	Followers	6,995	7,463	+ 6.6
	Impressions	90,260	93,828	+ 3.9
	Engagement	4,695	4,160	- 11.3
	Total follows		33,370	35,167

External email newsletters

Residents' e-newsletter

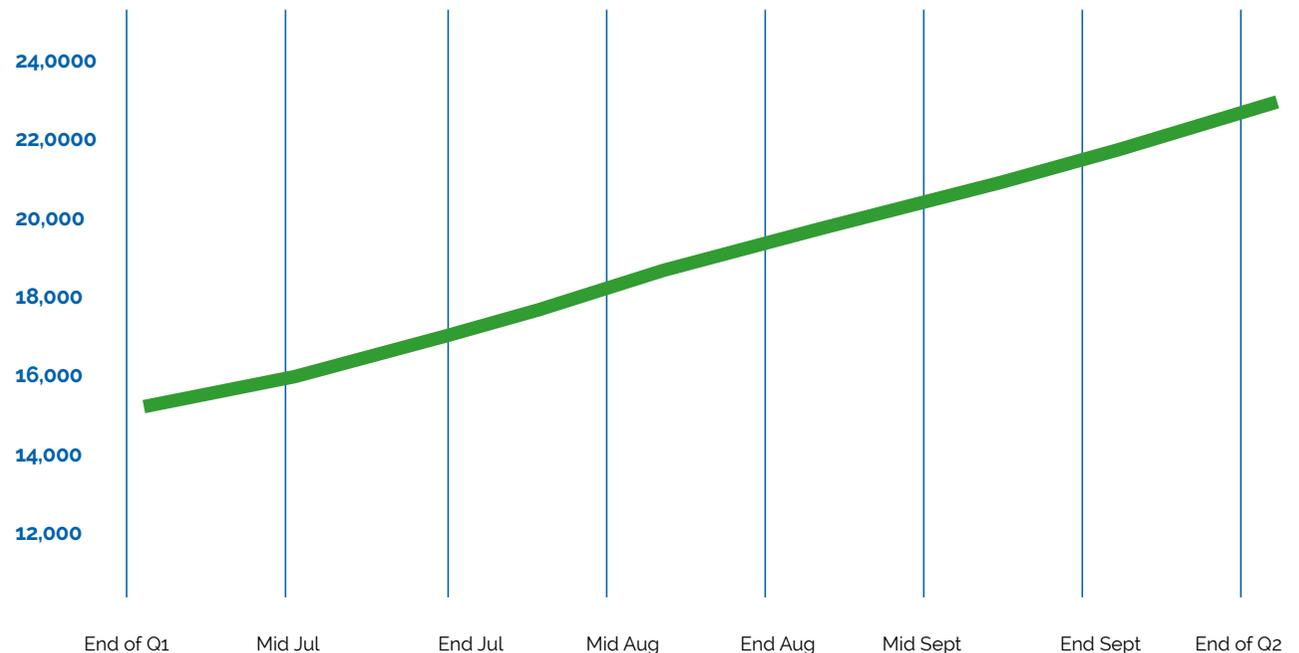
Our residents' e-newsletter audience increased at a steady rate over the second quarter of 2019/20, with a growth in subscribers of **33 per cent**. This was the same percentage increase as we achieved in the first quarter.

Our average open rate was **45 per cent** and our average click rate was **eight per cent**. Both of these key metrics remain above the UK local government benchmarks and our open rate was better than the top performing **20 per cent**. Our most popular bulletin during the quarter gained an open rate of **48 per cent** and included our Ofsted 'we are good' announcement, updates on road closures for the London Triathlon, details of new council homes and summer activities at Victoria Park.

Our concerted effort to drive engagement and grow subscriber numbers continued throughout the quarter. This saw the communications team undertake new initiatives such as engaging with students at Queen Mary University London's welcome fair and making sign up forms available at new events (Liveable Streets, Car Free Day) and through consultation surveys like the transport strategy.

A priority for the next quarter will be maintaining interest with our audience to

Residents' e-newsletter subscriber growth Q1 to Q2



help uphold our open and click rates, which have experienced a slight dip over the last two quarters. Despite this, the number of individual people reading each bulletin continued to increase with each fortnightly newsletter that was sent. Stories on local events and essential council services (roads, housing, waste) performed the best over the quarter.

Residents' e-newsletter bulletins

Bulletins	% opens	% clicks	Top 3 stories	Subscribers
Kids run wild in Victoria Park and it's competition time for the Müller Anniversary Games 2019 11 July 2019	46%	8%	<ul style="list-style-type: none"> - Summer events - Muller Anniversary Games competition - Active East event at Queen Elizabeth Olympic Park 	17,163
Don't get caught out by road closures this weekend and a surprise announcement from the council 25 July 2019	48%	8%	<ul style="list-style-type: none"> - London Triathlon road closures - Green light for new council homes - Summer activities in Victoria Park 	17,938
Protecting our pubs, belting out the Breathe Clean blues and a new cycle dock for London's favourite park! 8 August 2019	40%	9%	<ul style="list-style-type: none"> - Protecting our heritage pubs - Have your say on our transport strategy - Wapping bus gate approved 	18,777
'Build Here' tool launched, fake stories lead to housing fraud conviction and have fun in the sun this bank holiday! 22 August 2019	44%	6%	<ul style="list-style-type: none"> - Have your say on where we build council homes - Transport strategy consultation - New housing fraud conviction made 	19,598
Cleaning up the borough and revealing what residents really think of their council 5 September 2019	46%	8%	<ul style="list-style-type: none"> - The Big Clean Up is back - Annual residents survey results released - Transport strategy consultation 	20,361
Go car free, vote for Vicky and much more 19 September 2019	44%	7%	<ul style="list-style-type: none"> - Vote for Victoria Park to get a Green Flag Award - Roman Road at the heart of Car Free Day - Thousands have their say on transport strategy 	21,308

Ongoing quarterly progress

Quarter 2018/19	Subscriber target	Actual subscribers end of quarter	% increase over quarter	Open rate - local govt benchmark	Our open rate (average)	Click rate - local govt benchmark 2018	Our click rate (average)
Q1 2018/19	5,723	5,698	2%*	31%	51.5%	5%	14%
Q2 2018/19	6,677	5,873	3%		51%		12.75%
Q3 2018/19	8,012	8,052	37%		46%		10%
Q4 2018/19	8,585	12,350	53%		52%		12%
Q1 2019/20	14,820	16,477	33%		48%		11%
Q2 2019/20	19,772	21,975	33%		45%		8%

Our performance across quarter two continued to exceed our growth targets. Our residents' e-newsletter strategy and process is now embedded and is enabling us to engage with more residents and reach new audiences. Our focus for quarter three will see added emphasis on maintaining our open and click rates through strategic content and setting ourselves up to have two-way conversations with our residents. We will keep using our newsletters to generate interest and engagement with council events, competitions, consultations and ways to get involved – aligning with the council's strategic priorities.

21,308 subscribers to e-newsletter bulletins






Leave the car at home for Car Free Day

Roman Road in Bow will be car free on Sunday 22 September to create a Play Street for families as part of [London Car Free Day](#).

Between 12 noon and 5pm come and check out the free activities including crazy golf, human table football, Jenga, Connect 4 and chess. Bikeworks will be running a cycling taster session and Dr Bike will provide a free bike mechanic service for local riders. There is of course the option of just sitting relaxing and watching the world go by.

[Car free day activities >](#)

Other e-newsletters

We continue to build our list of newsletters in Granicus. During the second quarter, we added three new topics, including a community safety bulletin (which we know is a top priority for residents) and location specific segmented lists for our Liveable Streets programme. We also re-launched/revived three further topics, including our popular arts and events highlights bulletin, for which we developed a new template and look and feel.

As such, the number of active, engaged subscriptions in Granicus has gone up by almost a third since quarter one and is now **47,258**. This includes **32,778** individual residents and stakeholders when we account for the fact that some people subscribe to more than one topic.

Growing these existing subscriber groups and creating new groups, better analysing them, and improving integration and cohesion between the newsletters will continue to be a priority moving forward. This will allow us to build a holistic picture of our residents and key stakeholders while housing their details in a secure database that is compliant with the General Data Protection Regulation (GDPR). This sits alongside our work to build a stakeholder database so that council services can contact key stakeholders and partners with ease. We are currently working with our strategy team to gather contacts from across the council, with the aim of launching a partner newsletter in the remaining half of 2019/20.

Active council newsletters in Granicus system	Subscriptions – end Q1	Subscriptions – end Q2	% increase over quarter
Residents' newsletter	16477	21975	33%
Victoria Park	1430	1602	12%
Idea Stores	9254	9645	4%
Sports and physical activity	1098	1254	14%
Local history	2396	2555	7%
ESOL hub	86	84	-2%
Bengali arts	122	127	4%
Severe weather updates	342	480	40%
Business and skills	1001	1614	61%
Bengali residents' newsletter (paused)	40	173	333%
Planning applications and updates	175	418	139%
Young Workpath	83	236	184%
Liveable Streets Bow	366	568	55%
Liveable Streets Wapping	149	350	135%
Liveable Streets Bethnal Green	294	460	56%
New bulletins launched in Q2			
Arts and events highlights (improved format)	2,368	2889	22%
Arts news and information (improved format)	276	1207	337%
Community safety (growing subscribers ahead of launch)	-	55	-
Children and education (revived)	-	1025	-
Liveable Streets Brick Lane	-	280	-
Liveable Streets Barkantone	-	261	-
Total (engaged subscriptions)	35,977	47,258	31%
Total unique engaged subscribers (individual residents/ stakeholders)	Approx. 27,000	32,778	21%

Internal communications

Some of the key highlights in quarter two have included:

Your Voice Ambassadors (YVAs)

We now have approximately **49** YVAs supporting the council across departments and office locations. The YVA's are managed by the communications team, HR, Smarter Together and IT. In September we held a communications Smarter Together POD, where we recruited **12** YVAs to join a communications group.

Compliment a Colleague

The Compliment a Colleague scheme recognises staff who have gone the extra mile and creates a constructive culture of positive recognition. To date we have received **665 compliments**.

Smarter Together

The communications team continues to work with the Smarter Together team to support various projects through our internal communication channels.

Your Service, Your Idea

The Your Service, Your Idea was relaunched scheme in August, which offers staff the opportunity to put their views and ideas forward on how we can achieve better outcomes.



The scheme has three new themes:

- saving time
- saving money
- being more sustainable.

Yammer is being used to improve how staff ideas are communicated.

POD sessions

We held two sessions this quarter: Going digital at the Idea store Whitechapel; and a focus on communications at Mulberry Place.



These sessions were well attended and the feedback we received from both sessions was really positive.

At the two sessions there were around **100** staff in attendance.

Yammer

In the last quarter, we passed the **1,500** mark of staff members on Yammer. There have been around **700** posts, with over **47,000** engagements.

Yammerlive with CLT

The monthly Yammerlive with CLT sessions continue to generate interesting questions and conversations. One of the biggest topics was sustainability during the session in September.

The monthly sessions allow staff to engage and ask any question to members of CLT. In July, Neville Murton, Corporate Director of Resources hosted, followed by Will Tuckley, Chief Executive in September.

Over the two sessions **35** questions were posted with over **4,400** views.

Back to the floor

We worked with HR to promote the launch of 'back to the floor' in May. Activities continued into July, where senior staff spent time with teams during a typical working day.

The purpose was to help senior management better understand how services operate on a practical level and also the challenges. We requested all those taking part to post live on Yammer using #backtothefloor. There were around **50 posts** and **5,200** views.

TOWER Rewards

The communications team has supported the consultation around the formal engagement with trade unions and staff on a set of proposed changes to our terms and conditions and benefits package – known as TOWER Rewards.



In September, the revised package was communicated across our internal channels. The communications and engagement with staff on TOWER Rewards will continue.

Workplace sustainability

The workplace sustainability working group has made progress on the project since the launch in June.

All single use plastic has been removed from across our main sites and the facility to order plastic cups from the corporate catalogue has also been removed. We are working to look at the possibility to make these changes across the Idea Stores and PDC as well. A Yammer group was launched to gather staff views and to share information. This group has **428** members.

Over the next few months, the communications team will be working with the group to improve recycling and reduce the amount of contaminated waste in our bins. To help support this new bin stickers will be installed as well as posters. There messages communicated to staff.



Managers' Briefing

April			
Open rate	59%		
Top three	1 CE Welcome message 2 TOWER Rewards 3 Review of our current financial system		
Manager open rates	233	Total clicks	1,006
May			
Open rate	63%		
Top three	1 TOWER Rewards 2 CE Welcome message 3 Book your place for the Managers' Conference		
Manager open rates	231	Total clicks	1,378
June			
Open rate	61%		
Top three	1 CE Welcome message 2 Key courses for managers 3 Kyocera printers update		
Manager open rates	218	Total clicks	936

Internal all staff newsletter

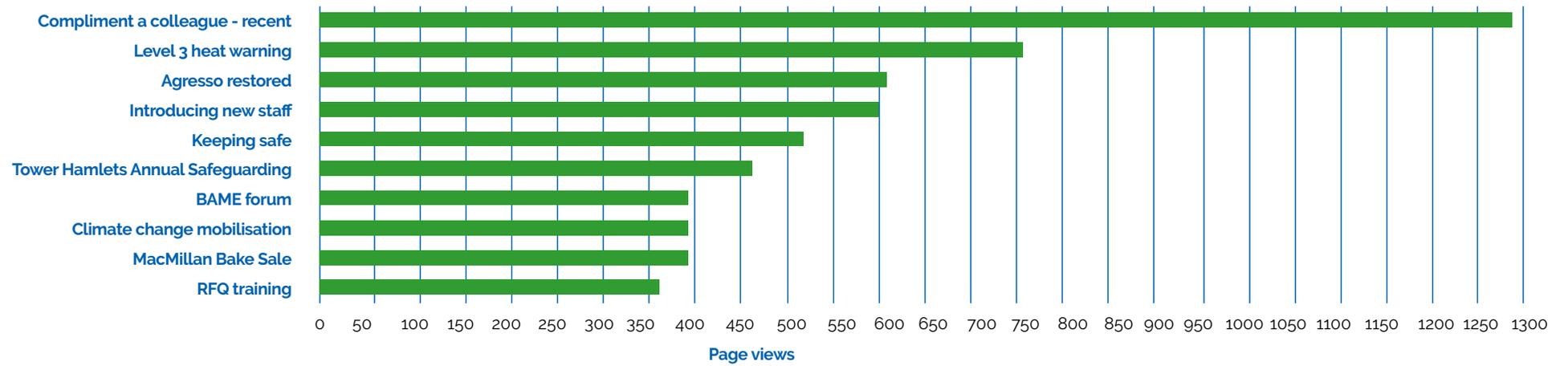
Key indicator	3 July	10 July	18 July	25 July	31 July	7 August	15 August	21 August	29 August	5 September	12 September	19 September	25 September
Open rate	62%	58%	62%	60%	60%	58%	59%	61%	61%	60%	61%	62%	60%
Top three most popular items	1	Employee Spotlight	Employee Spotlight	CE Welcome Message	CE Welcome Message	CE Welcome Message	CE Welcome Message	CE Welcome Message	CE Welcome Message	CE Welcome Message	CE Welcome Message	CE Welcome Message	Employee Spotlight
	2	CE Welcome Message	CE Welcome Message	Employee Spotlight	New half day courses	Employee Spotlight	Employee Spotlight	Employee Spotlight	Employee Spotlight	Employee Spotlight	Employee Spotlight	Employee Spotlight	CE Welcome Message
	3	Food caddies have arrived in Mulberry Place	Leaving the council and next steps course	TOWER Rewards Update	Employee spotlight	Internal Staff vacancies	TOWER Rewards update	TOWER Rewards update	TOWER Rewards update	Internal staff vacancies	TOWER Rewards update	Internal staff vacancies	Rollout of new Kyocera

62%

The highest open rate of the internal staff newsletter in Q2



Intranet – most popular news stories



Marketing

Some of the key highlights in quarter two have included:

Panacea

The Panacea management system continues to be used to monitor and manage all chargeable marketing jobs and projects across the council. We are now also sharing this system with Tower Hamlets Homes, so they can have access to our supplier framework.

The communications team continues to receive requests from services for marketing, design and print support outside of the key campaign material. We have utilised new modules within Panacea such as the e-procurement tool, which has been integral in evaluating and qualifying any new print or design suppliers joining our framework through our dynamic purchasing system (DPS). The new DPS, delivered in partnership with the procurement team, is now live for new suppliers. This has widened the availability of print and design suppliers, enabling more competitive pricing and allowing overall costs to be reduced for the council.

Additional campaign channels

The communications team is identifying additional means of acquiring outdoor advertising space to display key campaign work and generate income. We are currently cross referencing a list of possible advertising sites that can be erected on council-owned land working with our existing advertising contracts.

To do this and explore other commercial opportunities, including lamppost advertising, the commercial manager for Haringey Council will join us in quarter three for more day a week.

CIPS re-tender

The contract with JCDecaux supplying advertising space on **43** community information panels (CIPS), six-sheet size, expired in 2015. Alongside re-tendering these sites, the communications team has identified a selection of possible sites for the planning team to review. This would bring the overall number to **60**. The aim would be to make as many of the panels digital.

We have now gained approval from the procurement board to proceed with the tender. A three month tender period is being proposed to allow bidders to secure the correct planning permission that will maximise their potential advertising impressions and provide maximum revenue potential for this contract.

Brand refresh

Various options have been developed and a preferred visual direction has been agreed. An initial set of key brand elements have been produced which will be the basis for the overall brand guidelines. CLT will be asked to update on any projects on the horizon that will need the updated brand 'look and feel'. The branding will be initially rolled out on the refuse and recycling vehicle livery and uniforms when the service is brought in-house.

Leisure centres

A full environmental audit of Tower Hamlets branding has taken place and a report has been submitted to the divisional director of parks, leisure and culture for review. These proposals will now be reviewed at the monthly strategic meeting with Better/GLL for approval to proceed.

Idea Stores

Work is continuing within the Idea Stores to identify where a lack of brand cohesion exists between the Idea Store brand and the Tower Hamlets Council logo. A finalised environmental audit and recommendations will be submitted once the Chrisp Street store reopens in early quarter three.

Marketing work undertaken through Panacea

Key indicator	Results
Number of jobs delivered through Panacea this quarter	336
Total value of marketing activity completed (excluding advertising)	£162,595.53
Total mark-up generated	£19,125.37
Total pre-press (e.g. design) activity	£37,586
Total print, finish, mail activity	£125,009.53
Total advertising activity	£24,376

Client feedback

	Excellent	Good	Satisfactory	Poor
Account management	81.48%	14.81%	3.7%	0%
Creativity	69.23%	23.08%	7.69%	0%
Print quality	69.23%	30.77%	0%	0%
Schedule	74.07%	18.52%	7.41%	0%

Key marketing jobs and projects were undertaken within the following areas, including:

- Early years learning 2 campaign
- Family information service
- THAMES programme
- SEND parent ambassadors
- Ofsted – good rating
- Young Peoples Advice Centre – our sports
- Elective home education
- Exam results
- Social Work Academy
- Fostering
- Local Plan 2031
- Communications quarterly report
- Prevent
- Parking annual report and survey
- Ion Gardens
- Statement of community involvement report
- Violence Against Women and Girls
- Recovery walk
- Pupil admission forms
- Parent governors report
- Accessibility day
- Write Idea
- Families Matter
- Black History Month
- Community navigators
- Town Hall
- Creative writing competition
- SEND
- Local Offer
- Young Workpath
- Jobs fair
- WorkPath
- Your Service, Your Idea
- Smarter Together POD
- Shadwell Basin
- Idea Store prospectus
- Liveable Streets
- Commercial waste
- Housing
- Tower Hamlets Partnership
- Breathe Clean
- Climate emergency
- Youth consultation
- Markets recruitment
- School prospectus
- Summer events and activities
- Pensions
- Ticket giveaways
- Sporting carnival
- Tower Rewards
- Save time, Go Online
- Transport strategy
- Sustainability
- Residents support scheme
- Bartlett Park redevelopment
- QMU freshers week
- Annual equality report

336

The total number of print and design jobs undertaken in Q2

