

New Reputation Guide

www.lga.gov.uk/reputation

Brand

Value for money


New Reputation Guide

Foreword






Executive summary

About this guide

Three big issues


-  1. Leadership
-  2. Brand
-  3. Communications

Five rules of reputation

-  1. Value for money
-  2. Informing and engaging
-  3. Trust and confidence
-  4. Services
-  5. Changing lives

Assessing reputation progress

Reputation Index

-  Case studies

Credits

Foreword

Welcome to the new Reputation Guide. It's for senior leaders and communication teams who want to do something practical to improve our reputation with residents. And in today's world of tough financial times it provides the evidence of what things make the most difference to improving how residents rate us – based on research that looks at what matters most to the communities we serve.

Improving reputation is a collective challenge; we want people to have trust in the 'council' and 'public service' brand. The evidence shows that this is far from reality; satisfaction with public sector organisations is at the lowest ever since tracking began. Yet we have made massive strides in performance; it's essential we get the credit. Our research has got beneath the facts and statistics and found just what it is that makes people feel the way they do – about what we do.

So what can we do to make a difference? How do councils and partners get the credit in these tough times? How do you make sure you spend your limited time and money on the right things? This resource helps answer these questions with lots of practical advice.





We highlight three big issues that are crucial; your leadership, your brand and your communications. And we set out the five rules of reputation – the areas that we all need to focus on to improve reputation.

- 1. Prove you provide value for money**
- 2. Always inform and engage residents and staff**
- 3. Build trust and confidence in what you do**
- 4. Improve key services and show you are doing so**
- 5. Focus on changing lives for the better**

We're excited to launch this new resource and hope you find it useful. We thank all those who have contributed so far and urge you to offer your feedback, your stories and your experience so that together we can improve the reputation of the sector.

Fiona Narburgh, Joint Chair LGComms New Reputation Project, and Wychavon District Council

Ian Ratcliffe, Joint Chair LGComms New Reputation Project and Stockport Metropolitan Borough Council

Emily Robinson, Head of Public Affairs and Campaigns LGA

Executive Summary

This resource expands and updates the Local Government Association's original reputation campaign. It has been produced by LGcommunications and the LGA to provide leaders, chief executives and heads of communications with a route map to improve the reputation of local public services.

This resource does not publish a list of core actions for councils. Rather it examines themes of reputation; three big issues and five rules of reputation. It leaves councils to determine the best course of action for themselves to meet the new challenges outlined under these themes and those remaining from the original reputation campaign.

We have identified three 'big issues' for councils. First, **Leadership**: having clarity about what the council stands for and making sure it is understood by the whole organisation. Second, **Brand**: having a clear sense of purpose and believing and living your values. Third, **Strategic communications**: having the right skills to improve your reputation.

These issues need to be addressed in the context of meeting the expectations and managing the perceptions of the people we serve by addressing five core challenges. First, proving that we provide **value for money**. Second, ensuring that communications always **informs and engages residents and staff**. Third, **building trust and confidence in what we do** across all audiences. Fourth, working to **improve services** and show we are doing so. Fifth, in all communications, focus on **changing lives** for the better. These ideas should be central to the communications plans of every local authority.

People still don't understand what you do. An LGA-commissioned opinion poll in 2009 found that nine out of ten people know that the council collects their bins yet a quarter think councils provide hospitals and dentists. So one of the basic messages of the previous reputation campaign remains the same – **get better at informing residents** of your services and benefits.

The benefits of a good reputation are clear. The top performing CAA councils are those with the best reputations. In fact our research shows that councils in our Reputation Index Top 20 are ten times more likely to be performing excellently than the average. **A good reputation also affects staff attitudes and behaviour**. Employees who are engaged and who understand and live and breathe the values of the organisation are likely to be 43% more productive, perform up to 20% more effectively and take 3.5 fewer sick days per year.



Consequently they are more likely to be your advocates and act as brand ambassadors and champions of your reputation.

We have also produced a **Reputation Index** that takes into consideration the context in which individual councils operate. It makes sense that people who live in rural, peaceful, affluent communities are more likely to be satisfied with their council than those living in more challenging environments. Our Reputation Index therefore seeks to level the playing field by taking into account the most important background factors of satisfaction. There are six background factors that can predict the satisfaction of your residents regardless of the themes raised in this resource. They are the deprivation of the local area, the proportion of people under the age of 19, population churn, population density, qualification levels and the diversity of your population.

Reputation is built on three things: what people say about you; what you say about yourself and how your actions and behaviours reflect what you stand for. The first element is of course affected largely by the other two. **It is therefore essential that our organisations are clear about what we stand for**, how we are expected to behave and how we communicate our vision. If we are not clear about this ourselves, how can we expect residents and business to understand and support us?

Once we have a clear way of explaining what we stand for that is in tune with what residents want and **the way our staff deliver services consistently backs this up** we need strategic communications to be the guardian of our reputations. Too many of our communications leaders are not yet providing this stewardship role.

In order for heads of communications to take on this vital strategic role they must improve on some core skills outlined by the leaders of local authorities. A number of **critical competencies** have been identified by chief executives as essential for heads of communications. Some of the most important are; a possession of political insight; horizon scanning skills to flag up reputation issues; and a detailed understanding of the perceptions and behaviours of residents and staff.

In our discussions with chief executives and heads of communications we found that evaluation issues and quality measures were raised as being extremely important. We still believe that councils should be able to assess how they are doing against the new themes in this resource, but this should be grounded in the perceptions of residents as described in the Place Survey. We have therefore devised a **Reputation Test** which includes a Place Survey quality assurance check for councils to complete.

Every council is different and so this guide is not designed to be an off-the-shelf product that you simply plug in to help improve reputation. District councils may approach the issues raised here differently from Metropolitan councils. Urban councils will again differ in approach from rural authorities. What is important is that the issues within this document are universal across all councils in the challenge to improve reputation.

This guide will be supported by an online resource of best practice case studies and 'how to' guides.

Why is reputation important?

Having a good reputation for both public and private sectors directly affects an organisation's performance and value. Business Week suggests that reputation can account for 30–70% of what a company is worth¹. Without this brand equity, for example, in 2001 the market capitalisation of a company such as Xerox would have been a mere \$481million rather than \$6.5billion.

The theory is of course the same for public sector organisations. As well as providing respected and improving services, your reputation is affected by other important factors. In fact, satisfaction with universal council services explains only about two thirds of resident satisfaction with your council.

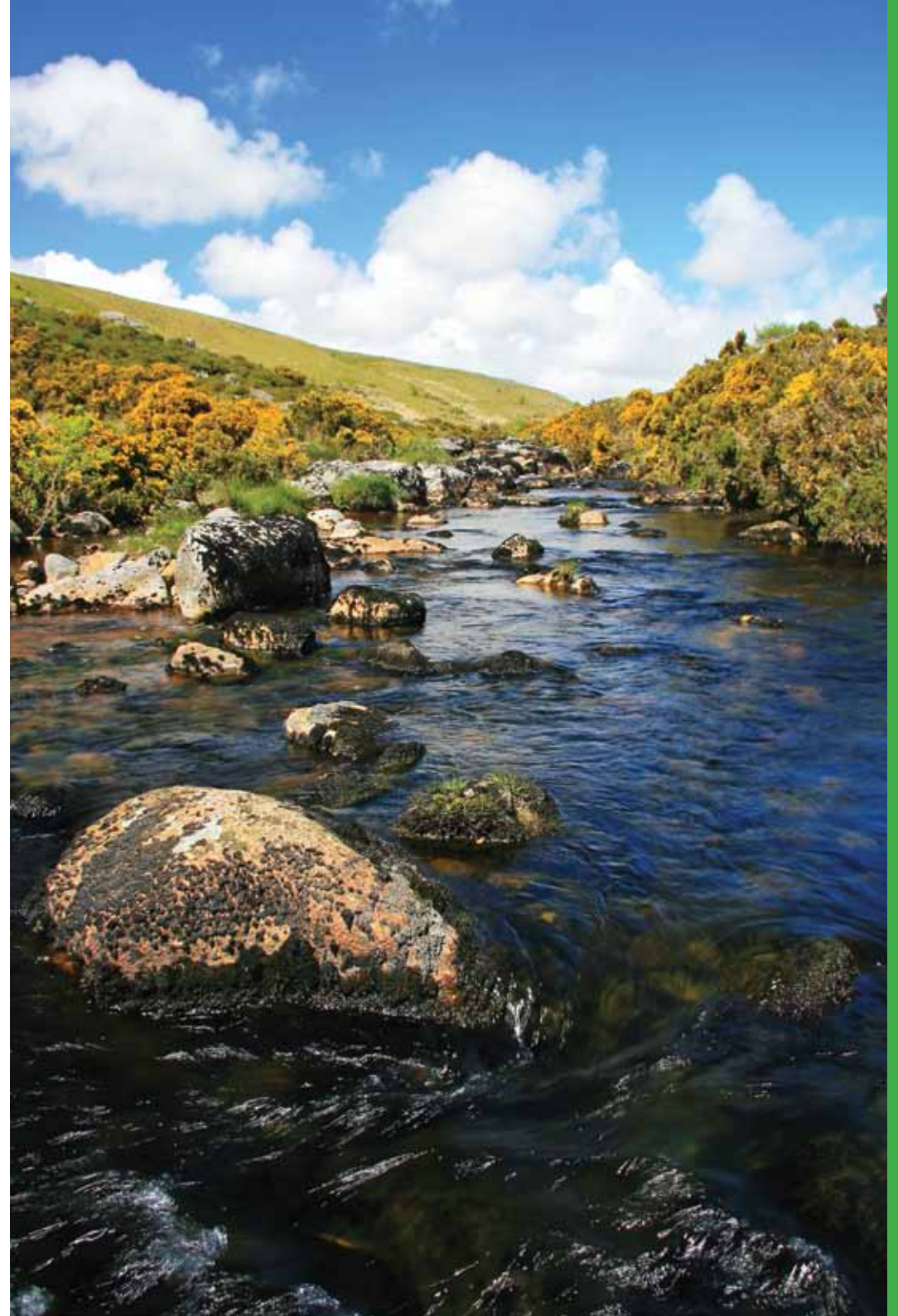
Other factors such as how well informed your residents are about your council and its services and their perception that you provide value for money are actually as important.

The benefits of a good reputation are clear. The top performing CAA councils are those with the best reputations. In fact our research shows that councils in our Reputation Index Top 20 are ten times more likely to be performing excellently than the average. A good reputation also affects staff attitudes and behaviour. Employees that are engaged and that understand and live and breathe the values of the organisation are likely to be 43% more productive, perform up to 20% more effectively and take 3.5 fewer sick days per year². Consequently they are more likely to be your advocates and act as brand ambassadors and champions for your reputation.

In short the organisations that work on improving reputation are we believe those that will perform better, be more efficient, provide better services and improve the satisfaction of their residents.

¹ Business Week http://www.businessweek.com/magazine/content/07_28/b4042050.htm

² The Communicating Organisation NHS November 2009



Reputation matters

LGcommunications represents council communicators across the UK and Ireland and we exist to promote best practice in public sector communications. We are leading a range of initiatives and work to help better equip councils to deliver excellent, strategic, value for money communications.

Reputation has been identified as a key activity, not just for communicators but for chief executives, council leaders and partners.

This reputation resource is the culmination of an extensive piece of work which has included research and evaluation of the existing reputation campaign, development of a new strategic resource and practical guides to support you to deliver improved reputation for your own organisation and in turn, local government as a sector.

Although we will be operating in very challenging times, this resource will give you the tools to refresh your approach to reputation and crucially, be able to track and measure progress against key actions. It is flexible enough for authorities across all tiers of government to use.

I would like to thank Fiona Narburgh, Ian Ratcliffe, Alex Aiken, Emily Robinson LGA, Ian Farrow LGPA, Russell Pask TRU and the LGcommunications team, which has worked so hard to deliver this valuable piece of work and the many colleagues and councils across the country who have contributed ideas and helped to shape the final resource.

It is more important than ever that we get the basics right and if done well, communications can play a vital role to boost effectiveness, deliver real benefits for communities and improve reputation.

I am delighted to endorse this resource and would commend it to you as the blueprint for the future to deliver improved reputation and ultimately, increased resident satisfaction.



David Holdstock
Chair, LGcommunications

About this guide

In 2005, the Local Government Association (LGA) launched the reputation campaign to meet the challenge of falling satisfaction levels with councils, often in the face of improving public perceptions of council services. Using MORI research and BVPI data, the LGA identified 12 core actions that councils could undertake to improve public satisfaction with their councils. Seven of these core actions were practical improvements to key services relating to the Cleaner, Greener, Safer agenda. The second set of core actions were aimed at improving communications, which had been shown to be a key driver of council satisfaction.

That campaign for the first time set out floor standards for councils to improve reputation. Those that committed resource and delivered the campaign to a high standard reaped the benefits and tended to outperform other councils in terms of resident satisfaction. Much of the original campaign is still relevant today and many of the challenges still need addressing, such as improving how we inform people about what we do.

The 2005 Reputation Campaign : 12 core actions

Cleaner, Greener, Safer:

- adopt a highly visible, strongly branded council cleaning operation
- ensure no gaps or overlap in council cleaning and maintenance contracts
- set up one phone number for the public to report local environmental problems
- deal with 'grot spots'
- remove abandoned vehicles within 24 hours
- win a Green Flag award for at least one park
- educate and enforce to protect the environment



Communications:

- ensure the council brand is consistently linked to services
- manage the media effectively to promote and defend the council
- provide an A-Z guide to council services
- publish a regular council magazine or newspaper to inform residents
- step up internal communications so staff become advocates for the council

However, the original campaign was born at a time when social media was in its infancy and before the arrival of Twitter and Facebook. It also did not put an emphasis on issues such as evaluation and leadership.

LGcommunications commissioned consultants LGPublic Affairs and The Research Unit to conduct extensive research into the previous reputation campaign and what drives residents' satisfaction with councils.

The 2008/9 Place Survey offered us a new insight into public satisfaction with councils. We have used this data to examine what drives residents' satisfaction today and distilled this down to common themes across the sector.

Our research also includes: a joint review with the LGA of the previous campaign; a national survey of heads of communications; interviews with chief executives; case study visits to four authorities; and deliberative events for leading communications specialists and academics.

This resource does not publish a list of core actions for councils. Rather it examines themes of reputation; three big issues and five rules of reputation. It leaves councils to determine the best course of action for them to meet the new challenges outlined under these themes and those remaining from the original reputation campaign.

As such, it does not focus on improving communication channels or specialisms such as internal communications or media relations. Instead it highlights strategic issues that need to be addressed and shares best practice through 'how to' guides and online case studies in order to give practical guidance.

However, we have included the 12 actions from the original campaign as these remain valid as part of the communications plans we develop, providing a good guide to the first steps in building an effective communications operation.

This resource can be read on its own. However, it reflects the findings from the following reports, which are available from LGcommunications and will add to your understanding of specific issues.

- The Reputation Report, LGcommunications 2010
- The Reputation Index, LGcommunications 2010
- The Commission on Communications, The Chief Executive's Challenge, 2009
- Analysis of the effectiveness of Council publications, 2009

The Reputation Index

We have also produced a Reputation Index that takes into consideration the context in which individual councils operate. It makes sense that people who live in rural, peaceful, affluent communities are likely to be more satisfied with their council than those living in more challenging environments. Our Reputation Index therefore seeks to level the playing field by taking into account a range of the most important background factors of satisfaction.

There are six background factors that can predict the satisfaction of your residents regardless of the themes raised in this resource. They are:

1. the deprivation of the local area
2. the proportion of people under the age of 19
3. population churn
4. population density
5. qualification levels
6. diversity of your population

These six factors give a predicted council satisfaction score based on Place Survey data from 2008/9 i.e. what we would expect the resident satisfaction rating to be for the council considering your background population characteristics. Our Reputation Index takes the actual satisfaction score and compares it to the expected score that the population characteristics would suggest.

If a council's overall satisfaction score is less than the predicted level of satisfaction then the council has performed below expectations. If a council's overall satisfaction score is more than the predicted level of satisfaction then the council has performed above expectations.

In the attached Reputation Index we show the gap between what you should expect in terms of resident satisfaction considering your population characteristics and your actual resident satisfaction rating for the council. This tool is designed to give you some insight into how well you are performing in terms of the satisfaction ratings of your residents.

The stages of reputation

The following guide sets out the three stages of reputation:

1. **THE BIG ISSUES:** leadership, brand and strategic communications
2. **BUILDING LOCAL REPUTATION:** five rules of reputation
3. **ASSESSING REPUTATION:** tools for evaluation and assessment





FOR HIRE

Deck Chair - £ 2.00
Sun Lounger - £ 4.00
Table & Chair - £ 5.00
Wicker Chair - £ 3.00
Wicker Table - £ 3.00
Per Day

← Toilets
♿ ♿

Three big issues

1. LEADERSHIP

1. YOUR LEADERSHIP

Know what your reputation is built upon

Reputation is built on three things: what people say about you; what you say about yourself and how your actions and behaviours reflect what you stand for.

The first element is of course affected largely by the other two. It is therefore essential that our organisations are clear about what we stand for, how we are expected to behave and how we communicate our vision. If we are not clear about this ourselves how can we expect residents and businesses to understand and support us?

Our leadership, both political and corporate, should leave our organisations in no doubt about this foundation of reputation.

However, leadership is not just being clear about what our reputation is built upon but also being seen to be committed to it and inspiring our organisations to behave consistently in ways that support what we stand for.

New challenges

As leaders we have never been more needed than now. We are facing a period of unprecedented change – both as a country and as organisations. In the past perhaps a strong management team and target driven approach to delivery would have been enough to get by. Times have changed.

The expenses scandal has reinforced mistrust of politicians to an already sceptical public. Forthcoming change resulting from the financial crisis will mean we must change fundamentally what we do and how we do it.

The organisations that do well in tough times are those that are ‘values-led’ as well as performance-driven. Embedding a clear understanding of the vision and behaviours that define the organisation will help bring managers and their teams with us and deliver the change needed to meet new challenges. And a clearly articulated, authentic sense of purpose will show residents that what they want from their local authority is what we are committed to providing.

Clear commitment across the organisation

As important as clarity about what we stand for is authenticity. Our political leaders are the bridge between the bureaucracy and the public we serve. As such they have a vital role in articulating the ambitions and desires of our residents back to our organisation. In this regard they are best placed to make sure that what we say we want directly reflects residents' expectations, is authentic and supported by them.

Writing the vision and values in the corporate plan or even putting it in strategies and performance management is not the same as living it. Worse still, communicating this to residents without it being believed by the organisation will lead to contradictory behaviour that will undermine our brand. Most corporate plans should reduce their goals from typically around a dozen, to three core aims.

Our residents are now more than ever sensitive to what they see as hypocrisy of local government – why are we being asked to pay more when the council is spending money on 'strategy launches'?

As leaders – political, corporate and managerial – we need to find new ways of embedding an honest and realistic sense of purpose and behaviours which are universally accepted across our organisations and supported by residents. Leadership commitment is essential in making this happen.

Leadership checklist:

- ✓ **Clarity of Purpose** – we know what we stand for and can express it in three sentences
- ✓ **Commitment** – there is a clear commitment from political, corporate and management leadership to embedding the vision and behaviours across the council

2. BRAND

2. YOUR BRAND

“ Every enterprise must be grounded in a clear sense of itself. Indeed, an enterprise or institution that is sure of its purpose, mission and values – and that takes those bedrock definitions seriously – is effectively compelled to behave in ways that are consistent with its core values. ”

Arthur W. Page Society: The Authentic Enterprise

What do you want to be famous for?

Being able to articulate, in an authentic way, what we stand for and the behaviours that will define and support this are essential. Wandsworth Council use the strapline “No.1 for Service and Value” and this reflects their excellent credentials in terms of service and a low council tax. However, Harrow Council, who are on a path of improvement have successfully used the commitment that “Harrow’s getting better” as an authentic strapline. The public have given them credit, recognising that excellent performance takes time to deliver.

If you hear the phrase “Every little helps” what do you think of? It’s one of the most famous advertising slogans in the country for one of the UK’s biggest businesses. The reason that this slogan works for Tesco is that it explains who they are and what they do in a few words. Their business model operates on buying in bulk and discounting to provide cheap goods. They know what their customers want to buy and they sell this at the right price, using sophisticated research and motivated staff.

This is not just about getting a good logo and a good slogan. Tesco know who they are and what they do and every communication and behaviour is delivered through the prism of its vision and values. Every buyer of goods, every manager and every member of staff are trained in and committed to this core sense of purpose and value. What about your council? Who are you, what do you do and what do you want to be famous for?

Councils are adept at writing corporate plans that include strategic visions and core values. However, we are hopeless at writing a narrative or story that can encapsulate what we stand for and our values in clear understandable language.

Is the narrative in your corporate plan believable and widely accepted by your residents and staff?

If we were asked in a pub by a stranger what we stand for or what we believe in, could we explain it in three sentences? More to the point, does it chime with what our residents want from us?

The development of a narrative that is authentic, explains the purpose of the organisation and its beliefs in clear and believable language is essential in building reputation with staff and residents.

Do we live and breathe our values?

In many cases, the narratives chosen by councils are too complicated and inauthentic. A number of our staff can remember (at a push) our vision and values. Sometimes they are asked to also remember customer service standards, equality standards and perhaps departmental standards among others.

Most will diligently digest these and repeat them parrot fashion, usually around the time of government inspection. But are they really believed and acted upon? We seem to have lost our way a bit in how we articulate what we believe in.

If we do not get the narrative right our purpose and values will be transmitted to residents through others' values which may or may not support our brands.

For example, the Place Survey found that most residents think we treat them fairly but only a minority believe we are promoting their interests. We need to change this.

Our organisations should have values that unashamedly support our residents, have them embedded in service delivery and make sure they are lived and breathed every day by managers and staff.

Visit www.lga.gov.uk/reputation for case studies on developing corporate narratives and embedding values.

Brand checklist:

- ✓ **Clarity** – we know how to communicate what we want to be famous for
- ✓ **Values** – our values are lived and breathed by managers and staff
- ✓ **Trusted** – our actions reinforce our brand to residents, staff and partners

3. COMMUNICATIONS

3. YOUR COMMUNICATIONS

Once we have a clear way of explaining what we stand for, which is in tune with what residents want and the way our staff deliver services backs this up, we need strategic communications to become the guardians of our reputation. Too many of our communications leaders are not yet providing this stewardship role.

Has communications changed?

As times have changed so have the roles and responsibilities of communications and public relations (see Table 1). Our councils no longer look to communications to simply react to press coverage but to be agents of change, advising on the delivery of services, spending of resource, development of policy and the shaping of the culture of our organisations.

Table 1.

	Yesterday: Public Relations (ca.1945 – 1995)	Today: Corporate Communications (1995 – 2009)	Tomorrow: Reputation Guardians (2010 on)
Mission	Liaison of the council	Strategic planner of council reputation	Guardian of council reputation and authenticity
Roles and responsibilities	Build and maintain relationships with the local paper; internal events; speechwriting	Drive media coverage; change culture; influence strategy and policy	Create and influence networks of advocates; steward council's values, brand and reputation; shape culture and behaviours; advise on the policy and delivery of services; involve employees as communicators

Amended from the Arthur W Page Society: The Authentic Enterprise

What do we need from communication leaders?

In order for heads of communications to take on this vital strategic role they must improve on some core skills outlined by the leaders of local authorities.

Chief executives take for granted that heads of communications should be proficient in the basics of communications craft.

They now expect them to possess strong business insight, and detailed knowledge of both the council and the sector and capable of horizon scanning to flag up reputation issues. They expect heads of communications to be the bridge between the organisation and the communities it serves – to possess deep insight into the characteristics, beliefs and opinions of residents and stakeholders and the effects that the council's actions and communications will have on its audiences.

We need communication leaders to step up to the plate in these challenging times and to make sure they possess the skills necessary to promote and defend reputation.

The following competencies have been identified by chief executives as essential for heads of communications:

- Possession of political insight and an understanding of political processes
- Horizon scanning skills to flag up reputation issues
- Detailed understanding of council funding/spending and how the council operates
- Detailed understanding of local government and the development of policy
- Understanding of what drives reputation – what's important not just what seems urgent
- Crisis management experience
- Detailed understanding of the perceptions and behaviours of residents and staff
- Ability to influence senior managers and resilience in defence and promotion of the council's reputation
- Excellent management disciplines such as planning and evaluation
- Possess drive, determination and stamina in the promotion and protection of reputation.



It is unlikely that the consensus of a more strategic role for communications will be reached in our senior management teams if heads of communications are lacking these core competencies let alone the basic managerial disciplines.

For example, an agreed annual strategic communications plan, linked to the council's reputation issues and priorities, should be agreed with the corporate management team as a matter of course. Quarterly reports on progress set against agreed annual objectives should be taken to corporate management teams and leaders with clear evaluation which shows how communications is helping to achieve the council's objectives.

If these minimum managerial standards are not in place it is unlikely communications will become more strategic.

Visit www.lga.gov.uk/reputation for case studies and more information on training and development of communications leaders.

Communications checklist:

- ✓ **Competence** – we have a strategic head of communications
- ✓ **Strategy** – we have an annual programme of clear, evaluated communications activity linked to our priorities
- ✓ **Evaluation** – we have regular reports on the progress made on agreed reputation goals



The five rules of reputation

From detailed examination of the Place Survey we have identified five rules of reputation that are the most important drivers of resident satisfaction with councils.

1. VALUE FOR MONEY

1. PROVING WE ARE VALUE FOR MONEY

Perceived value for money is the most powerful driver for the public's satisfaction with councils by some margin. Eighty of the top 100 councils for value for money are in the top 100 councils for overall council satisfaction.

However, only a third of residents in the Place Survey feel we offer good value for money. In order to understand what drives perceptions of value for money there are two important themes to bear in mind.

First, our residents do not perceive good value for money in purely monetary terms. The average Council Tax level for those in the top quartile for value for money is £1,381.76 compared to £1,397.25 for the remaining local authorities. This is a very small difference.

Instead, differences in resident perceptions of value for money can be explained much more effectively by how much information residents have about our services and benefits. If we are not communicating well, telling residents on an ongoing basis what we are doing and why, our council is much less likely to be seen as offering good value for money. Sixty of the top 100 councils for informing residents are in the top 100 councils for value for money.

The second theme we need to consider is the fact that the more local people see our local public services as promoting their interests, the more likely they will see us as offering good value for money.

Council tax levels and the quality of services do have a role to play in influencing the perceptions of value for money but they are weaker, on the whole, than informing residents and being seen to promote the interests of residents. Also amongst council services, street cleaning is the main driver of public perceptions of good value for money.

Wychavon District Council in Worcestershire is ranked 9th best in the country for providing value for money in the Place Survey. As well as having the 8th lowest council tax nationally, council tax increases have been pegged at 2.5% for the last 9 years and 1.94% this year. Wychavon have made value for money a priority as a communications campaign so that residents know about the good deal they get. The 'good services, good value' brand on all services and publications as well as features and articles in every magazine helps to reinforce the message.

This said Hammersmith and Fulham Council was the only council in the country to have seen a robust rise in value for money rating between 2006/7 and 2008/9, from 35% to 45%. It was also the only council to reduce its nominal level of Band D Council Tax.

What can you do to show you are value for money?

- * Inform residents of the range of services you provide
- * Show residents that what they want is what you want
- * Engage residents and staff in the process of setting budgets and priorities
- * Explain to residents how council tax is set and what the money is spent on
- * Keep the streets clean

Suggested actions:

- * Produce an A-Z of council services to show the range of services you provide for the council tax collected
- * Produce a council tax publication that is simple to understand and explains where money is spent
- * Explain the council tax setting process by engaging residents and staff in it
- * Deliver a value for money campaign for internal and external audiences
- * Write regular articles in the council magazine outlining why and how you are providing value for money
- * Have a consistent and memorable corporate identity on all front-facing services (especially refuse trucks and street cleaning services)
- * Monitor value for money perceptions of residents, staff and stakeholders using a regular tracker of opinion
- * Report to and advise the leadership of the council on changing resident and staff perception of council tax and value for money

Visit: www.lga.gov.uk/reputation for case study examples of these actions.

2. INFORMING & ENGAGING

2. ALWAYS INFORMING AND ENGAGING

The Place Survey confirmed the long-held beliefs that well informed residents are more likely to be satisfied with their council and feel it offers value for money.

Almost six in ten (59%) of the top 100 councils at informing residents are in the top 100 councils for council satisfaction. In the top 50 councils for council satisfaction only three had below-average informed ratings.

However, good communication remains a challenge – on the whole people still don't understand what we do. The informed ratings according to the Place Survey even for the best authorities are still very low. Only in 13 council areas do the majority of residents say they are informed about the services and benefits they receive from local public services.

Two-way communications and social media

People receive information about our organisations very differently even to five years ago. There are currently over 100 million different blogs, 400 million Facebook members and millions of people using Twitter. People are creating their own communities of interest, creating content concerning our brands and having conversations about us which we have no control over.

People also trust in different ways. Information about our organisations is much more likely to be believed if it comes from a source that is emotionally close to the recipient – family, friends, work colleagues etc – than directly from us.

It is no longer good enough to simply 'send stuff out' through tried and tested communication channels and hope that the messages stick.

We must become much better at understanding the diverse backgrounds and mindsets of our audiences and to engage them in two-way conversations about things that really matter to them.

In the new communications reality it will be more about us nurturing relationships and building networks where dialogue about the services we provide are made in conversation. This means: meaningful engagement

with residents; listening; opening up opportunities to participate; tailoring policy accordingly; feeding back the positive and negative; and listening again. South Tyneside Council's commitment to "We asked, You Said, We Did" has contributed both to high public satisfaction and trust and provided a strong platform for joint public service campaigns.

We must also realise that there will be conversations about us that we cannot control. The importance of the foundation of your brand in the new communications environment is paramount. The strength of your vision and values, its authenticity and your behaviours will determine how people think about and talk about you when you are not there.

The theory, of course, is the same for our staff. Two-way communications mechanisms such as those used by Wychavon District Council which promoted a Staff Sounding Board, draw staff together to develop innovation and improvements across the council. The council now boasts one of the best staff engagement scores in the country.

Engage as well as inform

Seven in ten residents do not feel that they can influence decision-making in their own area and most think their councils do not offer opportunities to engage with council activity.

However, councils that do offer more opportunities for this kind of engagement tend to be more highly regarded. What maybe surprising is that this kind of public engagement is as important a driver to public perceptions of councils as our performance in dealing with anti-social behaviour.

Councils need to make the first moves here but the public will respond. Among the top 100 areas for public engagement, there is a strong relationship between residents feeling they can influence decisions and wanting to be more involved. 51% of the top 100 localities for public engagement can be found in the top 100 councils for overall council satisfaction.

For example, Stockport Council launched a campaign to engage residents in a bid to get people more active and healthy. The campaign branded all physical activity, including information on parks and leisure centres, under 'Active Stockport.' The fully integrated internal and external communication campaign, including marketing, online communications and media relations has successfully engaged residents and started to change behaviour.

What can you do to inform and engage?

- * Have a clear communications strategy and annual workplan agreed by the chief executive and leader
- * Beware social media evangelists – use social media as part of wider communications campaigns only when you know it will be effective
- * Ensure that your key messages are included in all your communications
- * Make sure that the vision and values of the organisation are embedded and communicated across the council
- * Talk with residents not at them. Engage them in two-way conversations rather than simply broadcasting information
- * Evaluate all your communication channels and campaigns and report regularly to senior management teams on perception or behaviour changes in key audiences

We have produced a series of 'how to' guides to share best practice. These will be regularly updated and added to online.

See our 'how to' guides booklet within this pack on:

1. Produce a council website
2. Conduct effective campaigns
3. Engage your staff and improve your performance
4. Manage social media
5. Conduct crisis communications
6. Produce a council magazine or newspaper
7. Leverage your council's media profile

Visit www.lga.gov.uk/reputation for more 'how to' guides.



3. TRUST & CONFIDENCE

3. BUILDING TRUST AND CONFIDENCE

The Hansard Society audit of public engagement has shown a hardening of mistrust in politicians since the expenses scandal broke. 73% of people now say they distrust politicians compared to 70% in 2004. The public have long been sceptical of politicians and held them in low regard and it seems the expenses scandal has confirmed their views.

The Place Survey asked residents how well they thought their public services promoted residents' interests, acted on their concerns and treated people fairly. Positively, the majority of residents see their public services as treating residents fairly but only a minority see public services as acting on residents' concerns or promoting their interests.

What is significant here is how effective these factors are at predicting differences in overall council satisfaction levels. Among these factors are perceptions around acting on local residents' concerns, this can explain about half the variation in overall council satisfaction.

MORI³ suggest the impact of trust can affect how people interact with our organisations. People are less likely to engage with us or provide information we may need in order to help provide services if they do not trust us.

There is no single, universal definition of trust. And trust covers many things, including standards of governance, financial management systems, transparency, quality of services, and keeping promises or apologising for mistakes. All these standards and behaviours need to be monitored and sustained even when our services are handled by a dozen or more contracted organisations.

³ Trust in Public Institutions: Exploring Trust in Public Institutions, Report for the Audit Commission April 2003

We need to start to measure what drives trust or mistrust with our brands and act in ways that build it. It may help our organisations to look at the following three drivers of trust and to ensure our services and communications support them:

- **Mutuality** – belief that a relationship between the council and residents is based on shared values or interests. What they want is what we want
- **Balance of power** – trust is developed where there is a belief that risks and opportunities are shared by both parties in the relationship
- **Trust safeguards** – trust is built where there is a recognition that safeguards exist to limit vulnerability if power imbalances are created

What can we do to show improving trust?

- * Show residents that what they want is what we want
- * Set and deliver high standards of probity and governance
- * Put ourselves firmly on the side of residents
- * Explain clearly our vision and values and act in accordance with them
- * When we've made a mistake, admit the error, apologise and learn from the failing

Suggested actions:

- * Conduct annual 'You said we did' campaign – **Mutuality**
- * Build two-way communications with influential networks of people within our communities
- * Prove mutuality in our relationships by promoting joint policy making with the public
- * Engage residents in the formation of our plans – **Balance of power**
- * Show residents we are keeping our promises
- * Show residents they have immediate and meaningful avenues of challenge or complaint and that we welcome feedback to improve services – **Trust safeguards**
- * When mistakes happen explain the improvements we introduced to ensure they are not repeated and make sure our communications build trust
- * Conduct a lobby campaign that shows we are powerful advocates for the local area, such as protecting post offices

4. SERVICES

4. IMPROVING KEY COUNCIL SERVICES

Over the period of the BVPI surveys to 2008/9, there have been significant improvements in the perceptions of council services. However, in the Place Survey, council service satisfaction scores have had a tendency to drop back. This said, for about a third of councils, the majority of residents are satisfied with street cleaning, refuse collection, recycling, leisure facilities and parks and open spaces.

This is important as residents who think we are keeping areas clean and green are much more likely to be satisfied with the council and think we provide value for money. In fact, this perception accounts for about 40% of the variation in overall council satisfaction.

Street cleaning is the most important service in terms of influencing satisfaction with our councils. It could be thought of as a 'super-service' in terms of reputation. In the Place Survey, it alone is better at predicting council satisfaction than all the other universal council services combined. If we take the top 100 councils for street cleaning, we find that 61% are in the top 100 councils for overall satisfaction.

In the eyes of the public there are four top services in terms of reputation. These key services are street cleaning, refuse collection, parks and leisure. If we take the top 100 councils for the four services, we find that two-thirds (66%) are in the top 100 councils for overall satisfaction⁴.

We need to show residents that we are committed to improving these core reputation services.

⁴ This analysis takes an average of these services and underscores the greater importance of street cleaning which accounts for 61% of top performers with the other key services contributing a further five percentage points.



What can we do to show improving services?

- * Keep the streets clean
- * Show residents we are committed to improving parks and open spaces
- * Empty the bins regularly and efficiently
- * Have great customer service

Suggested actions:

- * Have distinctive and memorable branding of front facing street services and refuse collection
- * Deliver a clean streets campaign
- * Gain Green Flag awards for our parks
- * Monitor universal service perceptions of residents, staff and stakeholders
- * Report and monitor the perceptions of council services which are important to residents and partners

Visit: www.lga.gov.uk/reputation for case study examples of these actions.

5. CHANGING LIVES

5. FOCUSING ON IMPROVING LIVES

“ The current business models of public services are not sustainable in the new financial climate. The expenditure cuts that are likely to be demanded cannot be achieved with traditional efficiency savings. New business models are needed which involve partnerships between many disparate organisations and different ways of working⁵. ”

Steve Johnson, Corporate Director of Capital Ambition

The Place Survey 2008/9 identifies the level of crime (61%), health services (45%), clean streets (44%), affordable decent housing (33%) and public transport (31%) as the top five most important factors in making somewhere a good place to live.

In terms of predicting council satisfaction, the key factors at work here are whether people get on together, perceptions of anti-social behaviour, and job prospects. For example, 39% of councils in the top quartile for ‘people getting on together’ are in the top quartile for council satisfaction.

One of the key and perhaps surprising findings of our research is that although people who like where they live tend to like their council more, it is not actually a very strong driver of residents’ satisfaction with councils. In fact it is weaker than any of the other issues in the five rules.

If we take the top 100 places’ scores, about half (51%) of this group are in the top 100 councils for overall satisfaction. This could be for many reasons, ranging from councils not figuring strongly in terms of what people think makes a good place to live, to a lack of awareness or interest in the contribution councils make to leadership of local areas.

Either way, this has some significant consequences for our reputation in times of shared services, Local Strategic Partnerships (LSP) and especially Total Place. Councils need to relentlessly connect improvements they are making to the place with their brands. There is a danger that this will be lost in a new environment of closer working across the sector.

The debate is ongoing about exactly how best to achieve seamless working between public sector agencies and the cultural and structural changes that organisations will have to undergo in order to achieve Total Place or similar joint working.

However, as we develop new localised processes, there has been a tendency to create new virtual organisations. For example LSPs have been given new names and expensive promotion of strategies and new brands has been undertaken. There is a danger that this will simply confuse residents even more than they are now about who is responsible for our services, the livability and the safety of their areas.

It is essential that councils' democratic role in new structures is high profile and understood by residents. The door that people should and will knock on if they want to complain or praise will rightly be the elected council.

The leadership role of the council is crucial in changing times. A clear authentic sense of purpose described in the 'big three issues' is essential in making clear our commitment to improving the lives of residents. As councils we must take the lead role in developing this with our partners. We must put the customer first and prevent a multiplication of brands and strategies they don't understand or care about. We need to make sure that we connect the improvements to people's lives and to the areas in which they live with the council brand.

What can we do to change perceptions of public services?

- * Lead the development of clarity of purpose across all public service organisations
- * Create an authentic narrative agreed across all public service organisations
- * Remember the council is the only organisation with democratic responsibility
- * Don't create new virtual organisations that have no resonance with residents
- * Run an anti-social behaviour campaign
- * Monitor cohesion and engage communities in decision making

Assessing reputation progress

The original 2005 LGA Reputation campaign was designed as an 'off-the-shelf' product with twelve core actions focused on cleaner, greener, safer service improvements and communications. Councils were asked to assess themselves on how well they were performing against these. Although this approach had the benefit of being inclusive, it had some drawbacks in terms of evaluation.

In many cases we thought that we were already doing the twelve core actions to a high standard and that somehow the campaign was for other councils to do.

The original campaign was largely self-assessed with councils marking themselves as either Gold, Silver or Bronze in performance against the core actions. Our survey of heads of communications highlights a gap in perception about how well we thought we were doing compared to the beliefs of our residents.

For example, 98% of heads of communications surveyed believed their council has strong environmental services; 81% agreed they publish an excellent and highly regarded magazine; 69% agreed the brand was consistently linked to services; and 67% thought staff were ambassadors for the council. This is not borne out by our residents' perceptions and low informed ratings. The new resource therefore has three steps to demonstrating that we are improving reputation.

Self assessment test

In discussion with chief executives and heads of communications evaluation issues and quality measures were raised as being extremely important for the new resource. We still believe that councils should be able to assess how they are doing against the new themes in this resource but this should be set against the perceptions of residents as described in the Place Survey. We have therefore devised a Reputation Test which includes a Place Survey quality assurance check for councils to complete.

Regular tracker of reputation

Chief executives have also expressed a desire for regular intelligence and insight into the perceptions and behaviours of residents and staff. And as strategists, heads of communications must become much better at showing on a regular basis that they are delivering the council's objectives. We recommend therefore that councils conduct a regular Reputation Tracker that measures perception shifts in residents, stakeholders and staff on the main themes outlined in this resource.

Peer review to underpin standards

The reputation resource will bring forward new quality standards similar to the Gold, Silver and Bronze categories of the previous campaign. However, these will not be awarded without an external peer review of a council's performance.

Three steps to evaluation

The following are three suggestions for councils to adopt in order to monitor and evaluate how we are doing in terms of reputation.

1 Take the Reputation Test: We have compiled a short reputation test that asks you about your perceptions of performance and then looks at the evidence from the Place Survey to see how well you are doing. The test is a series of short questions on how well you are performing on a scale of one to four.

2 Conduct a regular reputation tracker: If you can't measure it you can't manage it. Our councils require timely monitoring of perception or behaviour changes within audiences. A regular survey focused on the main reputation themes outlined in the resource will help us monitor progress. A reputation tracker will allow us to review how effective our communication channels are and whether the campaigns we are running are making a demonstrable difference. It will also help heads of communications to become better strategists and report regularly to the leadership. Visit www.lga.gov.uk/reputation for case studies on reputation trackers.

3 Take an LGA/LGcommunications peer review: We will bring forward new standards of performance in terms of reputation. Unlike the previous campaign these will only be determined by a peer review of performance. For more information on peer reviews please call 020 7641 2575 or email lgcommunications@westminster.gov.uk

TAKE THE REPUTATION TEST

How do you measure up? Some questions for chief executives and management teams to take stock covering the 3 big issues and the 5 rules of reputation. We also ask you to compare your scores to your Place Survey or Staff Survey findings. This will help quality assure your score against your residents' views.

First however check your council's scores on the Reputation Index and see if there is a 'reputation gap' between your score and what you should score.

Overall Satisfaction score _____ Reputation Index score _____ Gap _____

Answer each statement out of 4.

1 = we have a lot more work to do on this
3 = we're pretty good at this

2 = we do this sometimes
4 = we do really well at this

1 Leadership

- a. **Purpose** – we know what we stand for, and can express it in three sentences
- b. **Commitment** – there is a clear commitment from political, corporate and management leadership to embedding the vision and behaviours across the council

Evidence of Leadership performance %

- c. **Staff/Partner Survey** – Senior managers have a clear vision for the council

2 Brand

- a. **Clarity** – we know how to communicate what we want to be famous for
- b. **Values** – our values are lived and breathed by managers and staff
- c. **Trusted** – our actions reinforce our brand to residents, staff and partners

Evidence of Brand performance %

- d. **Staff/Partner Survey** – I would speak highly of the council

- e. **Staff/Partner Survey** – The council acts as 'One Council'

3 Communications team

- a. **Competence** – we have a strategic head of communications
- b. **Strategy** – we have an annual programme of clear, evaluated communications activity linked to our priorities
- c. **Evaluation** – we have regular reports on the progress made on agreed reputation goals

Evidence of Communication performance %

- d. **Council informed rating** about overall services and benefits

4 Rule 1 – Prove your council provides value for money services

- a. **Campaign** – we run a value for money campaign to show services are providing good value for money and explain how council tax is set
- b. **Engage** – we effectively engage residents and staff in the budget and priority setting process
- c. **Inform** – we have shown residents through clear communication that what they want is what we want

Evidence of Value for Money performance %

- d. **Public perceptions** – Place Survey: My council provides good value for money

5 Rule 2 – Always inform and involve residents and staff

- a. **Communication** – we are communicating our brand and values consistently and proactively and our residents are becoming better informed about our services and benefits
- b. **Conversation** – on the streets, in our offices and depots, on our website and through all communications we are having a conversation with residents and staff about services and improvements
- c. **Engagement** – we ask residents' and staff's opinions and use their ideas to help develop policies and services and shape our budget

Evidence of communicating and involving performance

- d. Public perceptions** – Place Survey: Informed rating about overall benefits and services %
- e. Public perceptions** – Place Survey: You can influence decisions in your own area %

6 Rule 3 – Build trust and confidence in your brand

- a. Mutuality** – we effectively communicate our plans to residents and they believe that what they want is what we want
- b. Delivery** – we are clear about what we will deliver and when and our residents believe our promises
- c. Safeguards** – we take action immediately when concerns are raised by residents and they believe we act fairly

Evidence of building trust and confidence in your brand

- d. Public perceptions** – Place Survey: Local public services act on the concerns of local residents %
- e. Public perceptions** – Place Survey: Local public services promote the interests of local residents %
- f. Public perceptions** – Place Survey: Local public services treat all types of people fairly %

7 Rule 4 – Show residents you have clean streets and good services

- a. Branding** – our actions on clean and green are visible and badged as council services
- b. Streets** – we deliver street cleaning very well and our residents agree
- c. Parks, leisure and waste** – we deliver these services well and our residents agree

Evidence of clean streets and good universal services performance

- d. Public perceptions** – Place Survey: Satisfaction Keeping public land clear of litter and refuse %
- e. Public perceptions** – Place Survey: Satisfaction Parks and open spaces %
- f. Public perceptions** – Place Survey: Satisfaction Refuse collection %

8 Rule 5 – Improve lives of your residents

- a. Partners** – we have open and strong partnership working
- b. People** – we have set targets for improving the lives of residents in our area
- c. Place** – we can demonstrate the difference we make in our local area

Evidence of improving resident's lives performance

- d. Public perceptions** – Place Survey: Local public services are working to make the area safer %
- e. Public perceptions** – Place Survey: Local public services are working to make the area cleaner and greener %
- f. Public perceptions** – Place Survey: Local area is a good place to live %

9 Reality check – evaluate the perceptions of your audiences regularly

- a. Track** – we regularly track residents, staff and partners perceptions about us
- b. Insight** – we use insight from research and engagement to improve our public satisfaction and our reputation
- c. Feedback** – our culture is one that has conversation with staff, partners and communities asking 'how are we doing for you?'

Please use this test as a guide to measure your own performance on the themes of reputation and check against the Place Survey data as a quality assurance.

Alternatively you could send us a copy and we will review it for you and respond with some case studies and recommendations tailored for the areas you think are in need of attention. We will look up your performance against the Place Survey data and how you are performing compared to other councils.

Please send to: LGcommunications Office C/O Communications 17th Floor, City Hall 64 Victoria Street London, or email: lgcommunications@westminster.gov.uk

Reputation Index

The following Reputation Index takes into consideration the context in which individual councils operate. It makes sense that people who live in rural, peaceful, affluent communities are more likely to be satisfied with their council than those living in more challenging environments. Our Reputation Index therefore seeks to level the playing field by taking into account a range of the most important background factors of satisfaction.

There are six background factors that can predict the satisfaction of our residents regardless of the themes raised in this resource.

1. The deprivation of the local area
2. The proportion of people under the age of 19
3. Population churn
4. Population density
5. Qualification levels
6. Diversity of your population

These six factors give a predicted council satisfaction score based on Place Survey data from 2008/9 i.e. what we would expect the resident satisfaction rating for the council to be considering your background population characteristics. Our Reputation Index takes the actual satisfaction score and weights it by this expected satisfaction score.

The difference between the Reputation Index and the actual Place Survey resident satisfaction is the Reputation Gap. A negative value in this column shows you are underperforming in terms of the level of resident satisfaction we would expect from your population characteristics and a positive value shows that your council is over performing in comparison to these background factors. It should be noted that where rounding up or down it is possible for the reputation gap to be one percentage point higher or lower than the difference between the overall satisfaction score and the Reputation Index score. We have also rated councils in terms of reputation quartile performance in the final right hand column. A score of '4' puts your council in the best performing quartile for reputation through to a score of '1' for those performing least well in terms of reputation.

This tool is designed to give you insight into how well you are performing in terms of reputation amongst your residents.

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Adur District Council	DC	GOSE	56	66	10	4
Allerdale Borough Council	DC	GONW	40	39	-1	2
Amber Valley Borough Council	DC	GOEM	36	29	-7	1
Arun District Council	DC	GOSE	51	55	4	4
Ashfield District Council	DC	GOEM	41	42	1	2
Ashford Borough Council	DC	GOSE	44	45	1	3
Aylesbury Vale District Council	DC	GOSE	50	54	4	3
Babergh District Council	DC	GOEE	52	58	6	4
Barnet London Borough Council	LB	GOL	51	52	2	3
Barnsley Metropolitan Borough Council	MB	GOYH	34	29	-5	1
Barrow-in-Furness Borough Council	DC	GONW	33	26	-7	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Basildon District Council	DC	GOEE	43	43	0	2
Basingstoke and Deane Borough Council	DC	GOSE	58	70	12	4
Bassetlaw District Council	DC	GOEM	35	29	-6	1
Bath and North East Somerset Council	UA	GOSW	38	27	-11	1
Bedford Borough Council	UA	GOEE	37	31	-6	1
Bexley London Borough Council	LB	GOL	51	56	5	4
Birmingham City Council	MB	GOWM	47	55	9	4
Blaby District Council	DC	GOEM	56	66	10	4
Blackburn with Darwen Borough Council	UA	GONW	35	35	0	1
Blackpool Council	UA	GONW	35	26	-8	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Bolsover District Council	DC	GOEM	51	63	12	4
Bolton Metropolitan Borough Council	MB	GONW	43	47	4	3
Borough Council of King's Lynn and West Norfolk	DC	GOEE	55	66	11	4
Borough of Broxbourne	DC	GOEE	49	53	4	3
Borough of Poole	UA	GOSW	54	60	6	4
Borough of Telford and Wrekin	UA	GOWM	50	59	9	4
Boston Borough Council	DC	GOEM	37	32	-5	1
Bournemouth Borough Council	UA	GOSW	51	54	3	3
Bracknell Forest Borough Council	UA	GOSE	50	53	3	3
Braintree District Council	DC	GOEE	50	55	5	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Breckland Council	DC	GOEE	50	56	6	4
Brent London Borough Council	LB	GOL	45	43	-1	2
Brentwood Borough Council	DC	GOEE	57	66	9	4
Brighton and Hove City Council	UA	GOSE	45	42	-4	2
Bristol City Council	UA	GOSW	33	18	-15	1
Broadland District Council	DC	GOEE	63	79	16	4
Bromsgrove District Council	DC	GOWM	34	22	-13	1
Broxtowe Borough Council	DC	GOEM	55	60	5	4
Buckinghamshire County Council	CC	GOSE	47	48	1	3
Burnley Borough Council	DC	GONW	36	33	-2	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Bury Metropolitan Borough Council	MB	GONW	41	39	-2	2
Calderdale Metropolitan Borough Council	MB	GOYH	35	29	-6	1
Cambridge City Council	DC	GOEE	50	46	-5	3
Cambridgeshire County Council	CC	GOEE	41	33	-7	1
Cannock Chase District Council	DC	GOWM	37	32	-5	1
Canterbury City Council	DC	GOSE	49	52	2	3
Carlisle City Council	DC	GONW	40	37	-2	2
Castle Point Borough Council	DC	GOEE	50	54	4	3
Central Bedfordshire District Council	UA	GOEE	35	23	-12	1
Charnwood Borough Council	DC	GOEM	49	51	2	3

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Chelmsford Borough Council	DC	GOEE	54	61	7	4
Cheltenham Borough Council	DC	GOSW	48	46	-2	3
Cherwell District Council	DC	GOSE	53	59	7	4
Cheshire East	UA	GONW	40	33	-7	1
Cheshire West and Chester	UA	GONW	44	42	-1	2
Chesterfield Borough Council	DC	GOEM	48	53	5	3
Chichester District Council	DC	GOSE	54	60	6	4
Chiltern District Council	DC	GOSE	53	57	4	4
Chorley Borough Council	DC	GONW	51	56	6	4
Christchurch Borough Council	DC	GOSW	56	64	7	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
City of Bradford Metropolitan District Council	MB	GOYH	38	39	1	2
City of Lincoln Council	DC	GOEM	45	46	1	3
City of London	LB	GOL	73	82	9	4
City of Wakefield Metropolitan District Council	MB	GOYH	36	33	-3	1
City of Westminster Council	LB	GOL	70	83	13	4
City of York Council	UA	GOYH	44	39	-5	2
Colchester Borough Council	DC	GOEE	45	43	-1	2
Copeland Borough Council	DC	GONW	28	14	-14	1
Corby Borough Council	DC	GOEM	45	50	5	3
Cornwall County Council	UA	GOSW	33	22	-11	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Cotswold District Council	DC	GOSW	45	42	-4	2
Coventry City Council	MB	GOWM	45	48	3	3
Craven District Council	DC	GOYH	49	47	-1	3
Crawley Borough Council	DC	GOSE	49	52	4	3
Croydon London Borough Council	LB	GOL	45	44	-1	2
Cumbria County Council	CC	GONW	36	28	-8	1
Dacorum Borough Council	DC	GOEE	43	39	-4	2
Darlington Borough Council	UA	GONE	47	52	5	3
Dartford Borough Council	DC	GOSE	49	55	5	4
Daventry District Council	DC	GOEM	40	34	-6	1
Derby City Council	UA	GOEM	35	28	-8	1
Derbyshire County Council	CC	GOEM	43	42	-1	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Derbyshire Dales District Council	DC	GOEM	50	52	2	3
Devon County Council	CC	GOSW	43	41	-3	2
Doncaster Metropolitan Borough Council	MB	GOYH	30	22	-8	1
Dorset County Council	CC	GOSW	47	46	-1	3
Dover District Council	DC	GOSE	43	43	0	2
Dudley Metropolitan Borough Council	MB	GOWM	46	47	1	3
Durham County Council	UA	GONE	41	38	-3	2
East Cambridgeshire District Council	DC	GOEE	44	40	-4	2
East Devon District Council	DC	GOSW	51	54	4	4
East Dorset District Council	DC	GOSW	53	56	3	4
East Hampshire District Council	DC	GOSE	49	51	2	3

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
East Hertfordshire District Council	DC	GOEE	44	41	-3	2
East Lindsey District Council	DC	GOEM	42	40	-1	2
East Northamptonshire Council	DC	GOEM	42	38	-4	2
East Riding of Yorkshire Council	UA	GOYH	49	53	3	3
East Staffordshire Borough Council	DC	GOWM	43	43	0	2
East Sussex County Council	CC	GOSE	38	30	-7	1
Eastbourne Borough Council	DC	GOSE	45	44	-1	2
Eastleigh Borough Council	DC	GOSE	51	54	3	3
Eden District Council	DC	GONW	38	29	-9	1
Elmbridge Borough Council	DC	GOSE	53	56	3	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Epping Forest District Council	DC	GOEE	49	52	3	3
Epsom and Ewell Borough Council	DC	GOSE	57	61	5	4
Erewash Borough Council	DC	GOEM	41	39	-2	2
Essex County Council	CC	GOEE	47	48	2	3
Exeter City Council	DC	GOSW	54	58	5	4
Fareham Borough Council	DC	GOSE	54	59	5	4
Fenland District Council	DC	GOEE	43	43	0	2
Forest Heath District Council	DC	GOEE	46	48	2	3
Forest of Dean District Council	DC	GOSW	46	47	1	3
Fylde Borough Council	DC	GONW	42	34	-7	1
Gateshead Metropolitan Borough Council	MB	GONE	60	80	20	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Gedling Borough Council	DC	GOEM	56	65	9	4
Gloucester City Council	DC	GOSW	42	40	-2	2
Gloucestershire County Council	CC	GOSW	40	34	-6	1
Gosport Borough Council	DC	GOSE	35	22	-13	1
Gravesham Borough Council	DC	GOSE	50	57	7	4
Great Yarmouth Borough Council	DC	GOEE	39	38	-1	2
Greenwich London Borough Council	LB	GOL	53	62	8	4
Guildford Borough Council	DC	GOSE	54	57	3	4
Halton Borough Council	UA	GONW	48	58	10	4
Hambleton District Council	DC	GOYH	55	62	7	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Hampshire County Council	CC	GOSE	45	43	-2	2
Harborough District Council	DC	GOEM	43	37	-6	1
Haringey London Borough Council	LB	GOL	43	38	-4	2
Harlow District Council	DC	GOEE	32	20	-12	1
Harrogate Borough Council	DC	GOYH	53	58	6	4
Hart District Council	DC	GOSE	47	45	-2	3
Hartlepool Borough Council	UA	GONE	37	37	0	1
Hastings Borough Council	DC	GOSE	36	30	-6	1
Havant Borough Council	DC	GOSE	42	38	-4	2
Herefordshire Council	UA	GOWM	33	20	-13	1
Hertfordshire County Council	CC	GOEE	44	41	-3	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Hertsmere Borough Council	DC	GOEE	47	47	1	3
High Peak Borough Council	DC	GOEM	52	59	7	4
Hinckley and Bosworth Borough Council	DC	GOEM	43	39	-3	2
Horsham District Council	DC	GOSE	58	67	9	4
Hounslow London Borough Council	LB	GOL	41	36	-6	1
Huntingdonshire District Council	DC	GOEE	50	54	4	3
Hyndburn Borough Council	DC	GONW	42	46	4	3
Ipswich Borough Council	DC	GOEE	46	48	3	3
Isle of Wight Council	UA	GOSE	34	24	-10	1
Islington London Borough Council	LB	GOL	49	44	-5	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Kent County Council	CC	GOSE	41	37	-4	2
Kettering Borough Council	DC	GOEM	34	25	-9	1
Kingston upon Hull City Council	UA	GOYH	43	46	4	3
Kirklees Metropolitan Council	MB	GOYH	41	42	1	2
Knowsley Metropolitan Borough Council	MB	GONW	62	89	27	4
Lancashire County Council	CC	GONW	40	38	-2	2
Lancaster City Council	DC	GONW	40	36	-4	1
Leeds City Council	MB	GOYH	46	49	3	3
Leicester City Council	UA	GOEM	40	40	0	2
Leicestershire County Council	CC	GOEM	43	39	-3	2
Lewes District Council	DC	GOSE	45	44	-2	2
Lichfield District Council	DC	GOWM	52	57	5	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Lincolnshire County Council	CC	GOEM	40	35	-4	1
Liverpool City Council	MB	GONW	47	55	8	4
London Borough of Barking and Dagenham	LB	GOL	49	59	9	4
London Borough of Bromley	LB	GOL	53	59	6	4
London Borough of Camden Council	LB	GOL	50	44	-6	2
London Borough of Ealing	LB	GOL	46	43	-3	2
London Borough of Enfield	LB	GOL	46	47	2	3
London Borough of Hackney	LB	GOL	46	46	-1	3
London Borough of Hammersmith and Fulham	LB	GOL	59	60	1	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
London Borough of Harrow	LB	GOL	38	29	-9	1
London Borough of Havering Council	LB	GOL	36	27	-9	1
London Borough of Hillingdon	LB	GOL	47	51	3	3
London Borough of Lambeth	LB	GOL	40	27	-13	1
London Borough of Lewisham	LB	GOL	50	50	1	3
London Borough of Redbridge	LB	GOL	46	45	-1	3
London Borough of Richmond Upon Thames	LB	GOL	53	53	-1	3
London Borough of Sutton	LB	GOL	50	52	2	3
London Borough of Tower Hamlets	LB	GOL	42	38	-4	2
London Borough of Waltham Forest	LB	GOL	39	35	-5	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Luton Borough Council	UA	GOEE	46	50	4	3
Maidstone Borough Council	DC	GOSE	44	42	-2	2
Maldon District Council	DC	GOEE	44	43	-1	2
Malvern Hills District Council	DC	GOWM	52	57	5	4
Manchester City Council	MB	GONW	51	63	12	4
Mansfield District Council	DC	GOEM	44	49	5	3
Medway Council	UA	GOSE	40	36	-3	1
Melton Borough Council	DC	GOEM	36	25	-11	1
Mendip District Council	DC	GOSW	43	43	0	2
Merton Council	LB	GOL	49	45	-4	3
Mid Devon District Council	DC	GOSW	38	31	-7	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Mid Suffolk District Council	DC	GOEE	47	48	1	3
Mid Sussex District Council	DC	GOSE	45	42	-3	2
Middlesbrough Council	UA	GONE	48	59	11	4
Milton Keynes Council	UA	GOSE	49	55	6	4
Mole Valley District Council	DC	GOSE	53	55	2	4
New Forest District Council	DC	GOSE	56	65	9	4
Newark and Sherwood District Council	DC	GOEM	41	39	-2	2
Newcastle City Council	MB	GONE	54	66	12	4
Newcastle Under Lyme Borough Council	DC	GOWM	51	57	7	4
Newham London Borough Council	LB	GOL	46	52	7	3
Norfolk County Council	CC	GOEE	44	44	0	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
North Devon District Council	DC	GOSW	38	32	-6	1
North Dorset District Council	DC	GOSW	41	35	-6	1
North East Derbyshire District Council	DC	GOEM	48	52	3	3
North East Lincolnshire Council	UA	GOYH	40	42	2	2
North Hertfordshire District Council	DC	GOEE	41	36	-5	1
North Kesteven District Council	DC	GOEM	53	60	7	4
North Lincolnshire Council	UA	GOYH	38	34	-4	1
North Norfolk District Council	DC	GOEE	48	50	2	3
North Somerset Council	UA	GOSW	38	29	-9	1
North Tyneside Council	MB	GONE	43	41	-2	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
North Warwickshire Borough Council	DC	GOWM	49	52	3	3
North West Leicestershire District Council	DC	GOEM	42	39	-2	2
North Yorkshire County Council	CC	GOYH	46	46	0	3
Northampton Borough Council	DC	GOEM	27	9	-18	1
Northamptonshire County Council	CC	GOEM	30	15	-14	1
Northumberland County Council	UA	GONE	38	32	-6	1
Norwich City Council	DC	GOEE	46	44	-2	2
Nottingham City Council	UA	GOEM	47	52	6	3
Nottinghamshire County Council	CC	GOEM	40	36	-4	1
Nuneaton and Bedworth Borough Council	DC	GOWM	49	55	6	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Oadby and Wigston Borough Council	DC	GOEM	55	62	7	4
Oldham Metropolitan Borough Council	MB	GONW	22	8	-15	1
Oxford City Council	DC	GOSE	46	41	-5	2
Oxfordshire County Council	CC	GOSE	43	37	-5	2
Pendle Borough Council	DC	GONW	40	41	2	2
Peterborough City Council	UA	GOEE	45	49	5	3
Plymouth City Council	UA	GOSW	30	15	-15	1
Portsmouth City Council	UA	GOSE	40	33	-7	1
Preston City Council	DC	GONW	42	43	1	2
Purbeck District Council	DC	GOSW	43	39	-4	2
Reading Borough Council	UA	GOSE	40	31	-9	1
Redcar and Cleveland Borough Council	UA	GONE	33	26	-7	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Redditch Borough Council	DC	GOWM	44	44	1	2
Reigate and Banstead Borough Council	DC	GOSE	48	47	-1	3
Ribble Valley Borough Council	DC	GONW	61	74	13	4
Richmondshire District Council	DC	GOYH	47	48	2	3
Rochdale Metropolitan Borough Council	MB	GONW	28	18	-9	1
Rochford District Council	DC	GOEE	56	65	9	4
Rossendale Borough Council	DC	GONW	31	22	-9	1
Rother District Council	DC	GOSE	39	31	-7	1
Rotherham Metropolitan Borough Council	MB	GOYH	36	33	-4	1
Royal Borough of Kensington and Chelsea	LB	GOL	72	81	9	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Royal Borough of Kingston Upon Thames	LB	GOL	49	43	-5	2
Royal Borough of Windsor and Maidenhead	UA	GOSE	53	57	5	4
Rugby Borough Council	DC	GOWM	46	47	1	3
Runnymede Borough Council	DC	GOSE	55	58	3	4
Rushcliffe Borough Council	DC	GOEM	66	81	16	4
Rushmoor Borough Council	DC	GOSE	49	50	1	3
Rutland County Council	UA	GOEM	44	42	-2	2
Ryedale District Council	DC	GOYH	49	52	3	3
Salford City Council	MB	GONW	34	28	-6	1
Sandwell Metropolitan Borough Council	MB	GOWM	37	37	-1	1
Scarborough Borough Council	DC	GOYH	34	25	-9	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Sedgemoor District Council	DC	GOSW	45	46	1	3
Sefton Council	MB	GONW	40	37	-3	2
Selby District Council	DC	GOYH	40	35	-5	1
Sevenoaks District Council	DC	GOSE	49	50	1	3
Sheffield City Council	MB	GOYH	39	36	-4	1
Shepway District Council	DC	GOSE	35	26	-9	1
Shropshire County Council	UA	GOWM	42	39	-3	2
Slough Borough Council	UA	GOSE	40	37	-3	2
Solihull Metropolitan Borough Council	MB	GOWM	59	73	14	4
Somerset County Council	CC	GOSW	43	42	-1	2
South Bucks District Council	DC	GOSE	46	43	-4	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
South Cambridgeshire District Council	DC	GOEE	44	37	-7	2
South Derbyshire District Council	DC	GOEM	49	52	4	3
South Gloucestershire Council	UA	GOSW	50	53	4	3
South Hams District Council	DC	GOSW	57	66	10	4
South Holland District Council	DC	GOEM	48	52	4	3
South Kesteven District Council	DC	GOEM	43	41	-2	2
South Lakeland District Council	DC	GONW	40	32	-8	1
South Norfolk District Council	DC	GOEE	55	63	8	4
South Northamptonshire Council	DC	GOEM	43	38	-5	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
South Oxfordshire District Council	DC	GOSE	52	56	4	4
South Ribble Borough Council	DC	GONW	57	67	10	4
South Somerset District Council	DC	GOSW	45	45	0	3
South Staffordshire Council	DC	GOWM	51	53	3	3
South Tyneside Council	MB	GONE	50	58	8	4
Southampton City Council	UA	GOSE	42	36	-6	1
Southend on Sea Borough Council	UA	GOEE	45	45	-1	3
Southwark Council	LB	GOL	48	45	-3	3
Spelthorne Borough Council	DC	GOSE	41	34	-7	1
St Albans City and District Council	DC	GOEE	42	35	-7	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
St Edmundsbury Borough Council	DC	GOEE	43	40	-3	2
St Helens Metropolitan Borough Council	MB	GONW	47	55	8	4
Stafford Borough Council	DC	GOWM	45	43	-2	2
Staffordshire County Council	CC	GOWM	41	37	-4	1
Staffordshire Moorlands District Council	DC	GOWM	46	47	1	3
Stevenage Borough Council	DC	GOEE	54	62	9	4
Stockport Metropolitan Borough Council	MB	GONW	48	51	2	3
Stockton-on-Tees Borough Council	UA	GONE	49	58	8	4
Stoke on Trent City Council	UA	GOWM	30	21	-9	1
Stratford-on-Avon District Council	DC	GOWM	45	41	-4	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Stroud District Council	DC	GOSW	51	55	4	4
Suffolk Coastal District Council	DC	GOEE	52	58	6	4
Suffolk County Council	CC	GOEE	42	41	-2	2
Sunderland City Council	MB	GONE	45	49	5	3
Surrey County Council	CC	GOSE	42	35	-7	1
Surrey Heath Borough Council	DC	GOSE	44	38	-6	2
Swale Borough Council	DC	GOSE	36	31	-5	1
Swindon Borough Council	UA	GOSW	41	38	-3	2
Tameside Metropolitan Borough Council	MB	GONW	44	48	4	3
Tamworth Borough Council	DC	GOWM	33	22	-10	1
Tandridge District Council	DC	GOSE	54	61	7	4
Taunton Deane Borough Council	DC	GOSW	48	50	3	3

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Teignbridge District Council	DC	GOSW	58	69	12	4
Tendring District Council	DC	GOEE	45	47	2	3
Test Valley Borough Council	DC	GOSE	46	44	-2	2
Tewkesbury Borough Council	DC	GOSW	52	55	2	4
Thanet District Council	DC	GOSE	34	26	-7	1
Three Rivers District Council	DC	GOEE	54	62	7	4
Thurrock Council	UA	GOEE	40	39	-1	2
Tonbridge and Malling Borough Council	DC	GOSE	51	56	5	4
Torbay Council	UA	GOSW	30	16	-15	1
Torridge District Council	DC	GOSW	40	38	-2	2
Trafford Metropolitan Borough Council	MB	GONW	51	56	5	4

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Tunbridge Wells Borough Council	DC	GOSE	42	39	-4	2
Uttlesford District Council	DC	GOEE	49	49	0	3
Vale of White Horse District Council	DC	GOSE	50	51	1	3
Walsall Metropolitan Borough Council	MB	GOWM	32	25	-7	1
Wandsworth Borough Council	LB	GOL	75	92	16	4
Warrington Borough Council	UA	GONW	47	49	2	3
Warwick District Council	DC	GOWM	50	51	1	3
Warwickshire County Council	CC	GOWM	43	40	-3	2
Watford Borough Council	DC	GOEE	52	55	4	4
Waverley District Council	DC	GOEE	39	36	-3	1
Waverley Borough Council	DC	GOSE	39	28	-11	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Wealden District Council	DC	GOSE	50	54	3	3
Wellingborough Borough Council	DC	GOEM	42	42	0	2
Welwyn Hatfield Borough Council	DC	GOEE	41	34	-7	1
West Berkshire Council	UA	GOSE	48	49	1	3
West Devon Borough Council	DC	GOSW	57	68	10	4
West Dorset District Council	DC	GOSW	55	62	7	4
West Lancashire Borough Council	DC	GONW	51	61	9	4
West Lindsey District Council	DC	GOEM	46	48	2	3
West Oxfordshire District Council	DC	GOSE	57	67	10	4
West Somerset District Council	DC	GOSW	32	19	-13	1

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
West Sussex County Council	CC	GOSE	49	51	2	3
Weymouth and Portland Borough Council	DC	GOSW	40	35	-5	1
Wigan Council	MB	GONW	41	41	0	2
Wiltshire County Council	UA	GOSW	48	49	2	3
Winchester City Council	DC	GOSE	48	47	-1	3
Wirral Metropolitan Borough Council	MB	GONW	42	42	0	2
Woking Borough Council	DC	GOSE	44	39	-6	2
Wokingham Borough Council	UA	GOSE	52	54	1	3
Wolverhampton City Council	MB	GOWM	40	39	-1	2
Worcester City Council	DC	GOWM	45	42	-3	2
Worcestershire County Council	CC	GOWM	40	35	-5	1
Worthing Borough Council	DC	GOSE	44	39	-5	2

Local Authority	Authority type	Government Office Region	Overall Council Satisfaction	Reputation Index	Reputation Gap	Reputation Index Quartile Performance
Wychavon District Council	DC	GOWM	58	70	12	4
Wycombe District Council	DC	GOSE	45	46	0	3
Wyre Borough Council	DC	GONW	49	53	4	3
Wyre Forest District Council	DC	GOWM	42	41	-2	2

CASE STUDIES

As part of our review of reputation, we conducted a series of council visits to examine different routes that councils were following to improve their reputation and the challenges they identified for the new Reputation Guide.

Our visits across the country showed that there is no simple blueprint for high-quality reputation. However, those councils with excellent reputations had taken time to acquire their reputations. These organisations displayed strategic leadership, had delivered on key drivers of reputation and key council services and communicated this with their residents.

Case Study Visit: Norfolk County Council

Norfolk is an area that has some of the most positive council satisfaction scores in the country. In 2003, Norfolk County Council was in the bottom quartile for overall council satisfaction and their own survey analysis showed that their informed rating was similarly low. This picture of bottom quartile performance for overall council satisfaction was repeated in two of the Norfolk districts: Great Yarmouth and King's Lynn and West Norfolk. The survey data also suggested that overall council satisfaction was underperforming in comparison to council service satisfaction measures.

To meet this challenge, Norfolk County Council, along with the two districts, undertook the only ever Local Public Service Agreement based on improving overall council satisfaction. Government pump priming money was used to boost communication and campaign efforts, targeting the key reputation drivers. The organisations shared a communications officer and agreed mutual use of each others' newsletters. In addition, an independent review of marketing in the three councils was commissioned to help focus efforts and find ways to make money stretch further. This examined print, production and communications capacity and branding and recognition issues.

Did the council sign-up for the LGA Reputation Campaign?

Yes

Reputation Index

Norfolk County Council on the Reputation Index score is almost identical to the overall council satisfaction score (44% compared to 45%). In 2008/9, Norfolk County Council is a top quartile performer amongst county councils in terms of overall satisfaction. Along with Hammersmith and Fulham, King's Lynn and West Norfolk is one of the only two councils to have moved from being in the bottom 40% of performance in 2003/4 to the top 10% of performers in 2008/9. Norfolk County Council, King's Lynn and Great Yarmouth all outperformed expectations in terms of the Communications Index (+6%, +6% and +4% respectively).

What effect did the campaign have on informed ratings, value for money and council satisfaction?

Date	Data Source	Informed %	Satisfied %	VFM %
2003/4	BVPI	N/A	48	N/A
2006/7	BVPI	51	54	47
2008/9	Place Survey	48	44	33

Norfolk County Council along with the Norfolk districts have some of the highest council satisfaction ratings in the country. This case study shows how using a performance framework model based on improving public perceptions and informed ratings has driven up the reputations of these councils.

Norfolk County Council have focused on cleaner, greener, safer messages and strongly on staff engagement with the vision and values of the organisation and engaging staff as ambassadors for their A to Z publication. These practices have helped to raise awareness of the council services with the local public and overall council satisfaction.

“ We worked even harder at internal communications to help our staff understand not just their own roles, but how they contributed to what the council was delivering overall and the part colleagues in other services had to play. We wanted our staff not just to be able to articulate our three strategic ambitions for Norfolk, but to understand them too and used a wide range of communication methods and materials to make this happen. ”

Christine Birchall, Corporate Communications and Marketing Manager, Norfolk County Council

Why did the campaign succeed or fail?

Norfolk County Council is a textbook example of following the LGA Reputation Campaign, putting resources in communications and evaluating impact and progress. Norfolk identified a number of challenges and areas of focus for the New Reputation Campaign:

“ I think skills, learning and activities for young people are areas that a revised Reputation Campaign might look to focus on, as they will be as relevant to counties as they are to unitaries and districts because some of the current targets [in the LGA Reputation Campaign] are less relevant to counties. ”

Christine Birchall, Corporate Communications and Marketing Manager, Norfolk County Council

“ There are two big challenges for me in taking our work forward – being able to continuously evidence the positive impact of our work on the day to day delivery of council priorities, services and council reputation and how best to achieve more for less. Where the latter is concerned, building on our LPSA experience, we are already in discussions with some of our colleagues about longer term pooling of resources and skills to deliver shared campaign objectives. ”

*Joanna Hannan, Head of Customer Services and Communications,
Norfolk County Council*

Chief Executive's Perspective

“ We are a £billion plus business and as such, communications with the people we serve and with those who deliver those services is vital to achieve everything we do. That is why communications sits at the heart of our organisation. As council resources grow even tighter, the revised Reputation Campaign will need to evidence clearly the difference it can make to the job each council has to do. ”

David White, Chief Executive, Norfolk County Council

Key lessons learnt

- Norfolk is a turnaround council in terms of public perceptions and this was achieved through recognising where the challenges lay and then focusing on communications to make a difference.
- A further insight is the interdependence of county and district council performance in terms of public perceptions. There may well be opportunities in two-tier areas to look at shared weaknesses to drive change.
- Norfolk used a performance and evaluation framework to drive up perceptions.

Case Study Visit: Broadland District Council

Summary

Broadland is one of the top performing district councils in the country. This council has been amongst the top 10% performing councils in terms of council satisfaction since 2006/7 and in the top 30% since 2003/4. Broadland is a 'star performer' across the board. In comparison to other district councils, Broadland has the highest district score on litter removal, the second highest district score in terms of value for money and the third highest in terms of place satisfaction and informed ratings. The council is in the top 10 for acting on residents' concerns and experiences the lowest average score for anti-social behaviour.

Did the council sign-up for the LGA Reputation Campaign?

Yes

Reputation Index

Broadland District Council is one of the top 10 performers in our Reputation Index, beating its overall council satisfaction rating by 16 percentage points (79% compared to 63%). Out of all the councils in England, Broadland is third in our Communications Index, outperforming achieved informed ratings by 11 percentage points.

What effect did the campaign have on informed ratings, value for money and council satisfaction?

Date	Data Source	Informed %	Satisfied %	VFM %
2003/4	BVPI	N/A	60	N/A
2006/7	BVPI	64	64	58
2008/9	Place Survey	53	63	50

Broadland District Council can be characterised as an example of Total Reputation: the council excels on every measure that drives reputation.

“ The public have a relationship with Broadland, there are hotlines which will take them through to the department they want to speak to and the receptionists are very knowledgeable if you do not know who you want to speak to. There is a culture in Broadland of sorting people out, we don't have a call centre. ”

Angi Doy, Communications Manager, Broadland District Council

Broadland District Council used the LGA Reputation Campaign to make the case for more communications.

“ On the advice of the LGA Reputation campaign we moved to a quarterly magazine. It used to be just three times a year but we did some research with our residents through our Citizens' Panel. Residents were pretty evenly split between three and four issues but businesses wanted an extra Christmas issue to advertise in. ”

Angi Doy, Communications Manager, Broadland District Council

Like Norfolk County Council, there is a focus on the cleaner, greener, safer messages. With Broadland, we would also pick out their focus on value for money and emphasis on customer service.

“ In our communication strategy, we focus on value for money, being customer focused, and quality of life. ”

Angi Doy, Communications Manager, Broadland District Council

Key lessons learnt

- A challenge with assessing what drives public satisfaction in Broadland is that the council performs so well on such a wide range of measures. The factors that should be seen as dominating even in this context are value for money, excellent relations with the public and staff, and high quality services. The Broadland approach could be characterised as a 'Total Reputation' approach where they perform well in all areas for their residents.
- It could be argued that Broadland face fewer challenges than some of our other case studies. This is true but other councils with similar population profiles tend not to perform as well as Broadland.

For more case studies please visit www.lga.gov.uk/reputation

Your case studies and feedback:

The main resource for sharing best practice will be hosted on the Local Government Association website **www.lga.gov.uk/reputation**

We would like to hear from you about your examples of best practice so that we can share through the online resource. For example, if you have run a value for money campaign that has demonstrably affected how people perceive the council or have excellent evaluation techniques please let us know about them.

We are looking for the very best in the sector that we can all learn from. However, the examples must be evaluated to prove they are effective.

Also we would like to hear your views about the new Reputation Guide and how we can evolve it. For example what guidance or best practice would you like us to include on the online resource?

Please send your feedback and examples of best practice to:

**LGcommunications Office
C/O Communications
17th Floor, City Hall
64 Victoria Street
SW1E 6QP London
Email: lgcommunications@westminster.gov.uk**

Credits

LGcommunications and the Local Government Association would like to thank the following for their help and advice in the production of this guidance.

LG Public Affairs (LGPA) www.lgpa.co.uk and The Research Unit (TRU) www.theresearchunit.co.uk as lead consultants for the project.

Contributions

We would also like to thank the LGcommunications New Reputation Project Steering Group of:

Alex Aiken, Director of Communications & Strategy, City of Westminster

Emily Robinson, Head of Public Affairs and Campaigns, LGA

Fiona Narburgh, Head of Strategy and Communications, Wychavon District Council

Fran Collingham, Communications Manager, Coventry City Council

Ian Ratcliffe, Head of Marketing & Communications, Stockport Metropolitan Borough Council

Jane Edwards, Communications Manager – Marketing, Sheffield City Council

Kathryn Cooper, Partnership, Bidding & Communications Manager, Cannock Chase Council

Lucie Higham, Corporate Communications Manager, Blackburn with Darwen Council

Paul Masterman, Interim Marketing Manager, Westminster City Council

We would like to thank the following public sector partners and communications opinion leaders who attended the LGcommunications Public Sector Reputation discussion and deliberative events:

Anne Campbell, Chair of APPRO/ Norfolk Constabulary Director of Communications and public affairs, Association of Police Public Relations Officers

Ben Shimshon, Associate Director, Chime Group Research Division

Dick Federico, Director of Public Affairs, Metropolitan Police

Ed Welsh, Director of Corporate Affairs, ATOC (formerly LGA)

Gary Welsh, Ipsos MORI

George Eykyn, Communications Director, Communities and Local Government

Iain Wilton, Programme Director – media and public affairs, LGA

Jo Yeaman, Chair of Association of Health Care Communicators

Joe Simpson, Director of Politics and Partnerships, Leadership Centre for Local Government

Lynne Clifford, Chair, Association of Social Care Communicators

Martin Bollers, Head of Account Management in the Communications and Public Reporting Directorate, Audit Commission

Neil Martinson, News and PR Director, Central Office of Information

Paul Comer, Head of Knowledge and Communications, IDeA

Paul Willis, Director, Centre for Public Relations Studies at Leeds Metropolitan University

Phil Levick, Communication and Engagement Manager and Editor of Synergy Association of Social Care Communicators

Richard Morris, Deputy Director of Communications and Patient and Public Involvement, NHS Leicester

Steve Chu, Chair of Firepro

Richard Stokoe, former Head of News, Local Government Association

Richard Scott, Head of Communications, Standards Board for England

LG Communications Executive 2009/10

Andy Carter, Head of Communications, Leeds City Council

Claire Robertson, Communications Manager, Isle of Wight Council

Cormac Smith, Head of Communications, London Borough of Richmond upon Thames

David Holdstock, Head of Corporate Communications, London Borough of Hillingdon

Eddie Gibb, Head of Communications, London Borough of Redbridge

Giles Roca, Head of Media & Marketing, Essex County Council

James Gilbert, Communications Officer, East Lindsay District Council

Jayne Surman, Head of Communications, Advantage West Midlands

Kate Bond, Head of Corporate Communications, Aberdeenshire Council

Simon Clifford, Head of Communications & Marketing, Somerset County Council

Teresa Lane, Head of Communications and Marketing, Aylesbury Vale District Council

Vicki Spencer, Campaign and Communications Manager, Welsh Assembly

Finally, we would like to thank those councils who took part in the Reputation survey:

Adur and Worthing Council

Ashfield District Council

Aylesbury Vale District Council

Bexley London Borough Council

Blaby District Council

Blackburn with Darwen Council

Bolsover District Council

Bolton Council

Borough of Poole Council

Bournemouth Borough Council

Bracknell Forest Council

Brent London Borough Council

Broxtowe Borough Council

Buckinghamshire County Council

Bury Council

Calderdale Council

Camden London Borough Council

Cannock Chase Council

Central Bedfordshire Council

Chelmsford Borough Council

Cheshire East Council

Chichester District Council

Chiltern District Council

City of York Council

Cornwall Council

Coventry City Council

Craven District Council

Crawley Borough Council

Dartford Borough Council

Derbyshire County Council

Dorset County Council

Dudley Council

Ealing London Borough Council

East Dorset District Council

East Lindsey District Council

East Northamptonshire Council

East Riding of Yorkshire Council

Enfield London Borough Council

Epsom & Ewell Borough Council

Essex County Council

Exeter City Council

Gateshead Council

Great Yarmouth Borough Council

Greenwich London Borough Council

Guildford Borough Council

Hammersmith & Fulham London Borough Council

Harrow London Borough Council

Hartlepool Borough Council

Hertsmere Borough Council

High Peak Borough Council

Hillingdon London Borough Council

Horsham District Council

Huntingdonshire District Council

Ipswich Borough Council

Isle of Wight Council

Islington London Borough Council

Leeds City Council

Leicester City Council

Leicestershire County Council

Lichfield District Council

Lincolnshire County Council

Maldon District Council

Malvern Hills District Council	South Derbyshire District Council
Medway Council	South Norfolk Council
Merton London Borough Council	South Oxfordshire District Council
Middlesbrough Council	South Ribble Borough Council
Mole Valley District Council	South Staffordshire Council
New Forest District Council	South Tyneside Council
Norfolk County Council	Southampton City Council
North Devon Council	Southwark London Borough Council
North Dorset District Council	Staffordshire County Council
North East Derbyshire District Council	Stroud District Council
North Norfolk District Council	Suffolk Coastal District Council
North Somerset Council	Surrey County Council
North Warwickshire Borough Council	Sutton London Borough Council
North Yorkshire County Council	Teignbridge District Council
Nuneaton and Bedworth Borough Council	Telford & Wrekin Council
Peterborough City Council	Tendring District Council
Portsmouth City Council	Thanet District Council
Preston City Council	Wakefield Council
Purbeck District Council	Waltham Forest London Borough Council
Redbridge Council	Waverley Borough Council
Redditch Borough Council	Wealden District Council
Ribble Valley Borough Council	West Berkshire Council
Richmond upon Thames London Borough Council	West Devon Borough Council
Royal Borough of Windsor and Maidenhead	West Oxfordshire District Council
Rugby Borough Council	West Sussex County Council
Runnymede Borough Council	Westminster City Council
Rushcliffe Borough Council	Weymouth & Portland Borough Council
Sandwell Metropolitan Council	Wigan Council
Sedgemoor District Council	Woking Borough Council
Slough Borough Council	Wolverhampton City Council
Somerset County Council	Wychavon District Council
	Wycombe District Council