

**Public affairs for the public sector:  
workshop with LGA Associates  
Darren Caveney & Georgia Turner**

Thursday 11 April 2024  
18 Smith Square

# Agenda

**10.30 Opening remarks** - Nicky Old, Director of Communications, LGA Matt Nicholls, Head of Communications Improvement, LGA

**10.40 Intros and context for the day: A deeper understanding of Public Affairs and its purpose** - Darren Caveney & Georgia Turner, LGA Associates Guided group discussion

**11.00 How does Public Affairs differ from and is complemented by more established 'comms' work** - Darren Caveney & Georgia Turner

**11.30 Assessing your organisation's strategic approach** - looking at your corporate narrative, comms strategy, current practice and readiness Darren Caveney & Georgia Turner - Practical session

**12:00 Break**

**12.10 National issues and how the LGA support organisations to manage public affairs issues** - Colm Howard-Lloyd, Head of Public Affairs and Stakeholder Engagement, LGA Questions and discussion

# Agenda

**12.30 Working on your plans for supporting sector-wide public affairs work** - Colm Howard-Lloyd, Head of Public Affairs and Stakeholder Engagement, LGA Darren Caveney & Georgia Turner - Practical session

**1.15 Lunch and networking**

**2.00 4 x new case studies from local government peers** – How they have effectively influenced national politicians, ministerial decisions and public policy

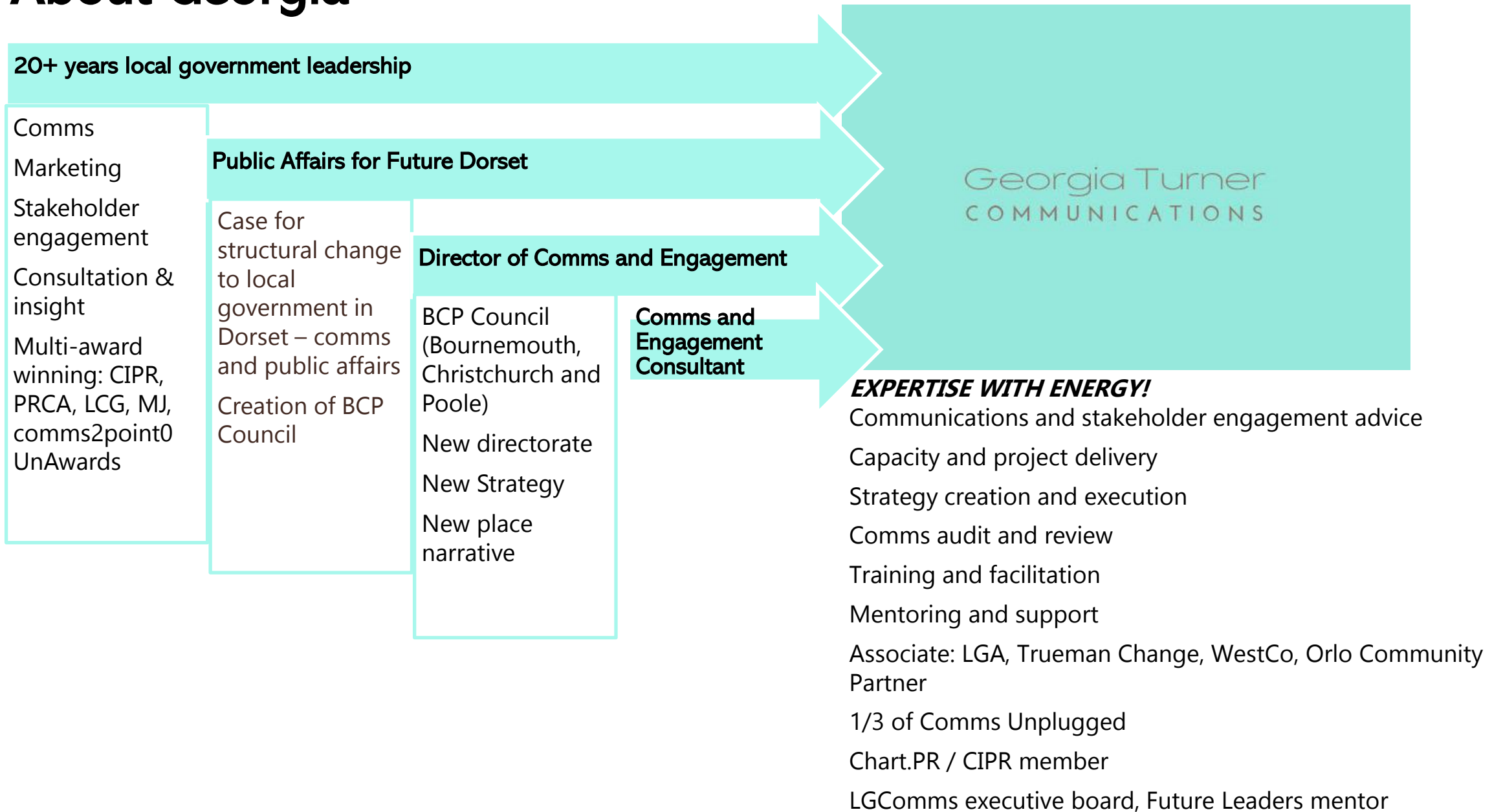
**3.15 Panel Q&A**

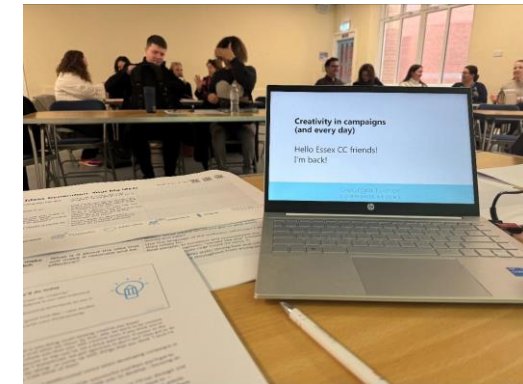
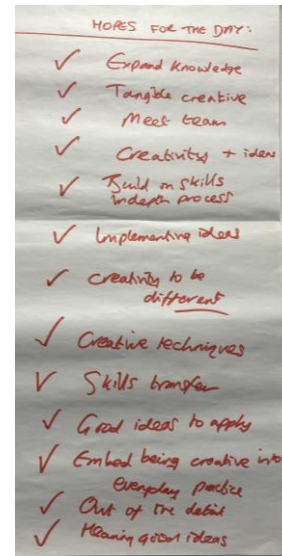
**3.30 Next steps for developing public affairs within your organisation** - Darren Caveney & Georgia Turner, LGA Associates Practical session with guided discussion

**3.45 Closing remarks** - Darren Caveney & Georgia Turner

**4.00 Close**

# About Georgia







# Who I've worked with

- Somerset Council
- South Tyneside Council
- Shropshire County Council
- London Borough of Bexley
- Local Government Association
- London Innovation and Improvement Alliance
- Participation People



Georgia Turner  
COMMUNICATIONS

- Waltham Forest Council
- Essex County Council
- Ordnance Survey
- Birmingham and Solihull NHS Trust
- University of Bristol
- Dorset HealthCare NHS Trust
- Leicestershire County Council
- Reading Borough Council

"Georgia excels at providing training, delivered with her customary energy and charisma. Her sessions, full of insight, are **far more engaging than any traditional workshop**, she comes into the space which the group is in, and the learning takes place on level which makes it a thoroughly enjoyable experience for the trainees.

"Coupled with her **exceptional professional knowledge** of public sector communications and marketing, she is a go-to for those training requirements which can't be satisfied by the usual 'off-the-shelf' offers."

**Andy Allsopp, Head of Profession – Communications and Marketing at Essex County Council and Chair of LGComms**

"Since the training **the team have a new energy and focus** and practical understanding of how to apply the models and frameworks to their work, helping them become more planned and focused."

**Rebecca Williams, Deputy Director of Communications, University of Bristol**

"Georgia **was exciting to work** with and got to the heart of who we are really quickly. I completely trusted her with our stakeholders and **the communications strategy she produced was spot on** and has stood the test of time. She genuinely cares and keeps supporting and nudging from a distance. Highly recommend!"

**Rula Tripolitaki, Improvement Lead, London Innovation and Improvement Agency**

# THE GENUINE ARTICLE

28

years in comms  
(private and  
public sector)

12

Years Director  
/ Head of Comms

COMMS2POINTO  
INTERIMS

launched  
(March 2023)

6

Countries  
worked in

10K+

LinkedIn  
Followers



17K+

Followers

1.6K POSTS

case studies  
and free resources on

COMMS2POINTO.co.uk



SPECIALIST  
COMMS  
CONSULTANCY

150+

Teams trained  
and supported

5K+

Comms pros  
trained

8

UnAwards  
delivered

20K+

UnAwards entries received

12

Consultant  
collabs

COMMS2POINTO  
DARREN  
CAVENEY

# CREATIVE COMMUNICATORS LTD

- comms consultancy
- comms strategy
- comms reviews
- support to teams
- training
- recruitment
- facilitating
- speaking
- mentoring
- mental health first aider
- associate – LGA



COMMS2POINT0  
INTERIMS





# Housekeeping

- Fire alarm testing
- Fire escapes
- Toilets

# Wifi access

## Enable **'Wireless Network Connection'**

- Connect to LGA-Guest-Wifi
- Complete form if using for the first time: you will automatically connect in future
- Please turn mobile devices to silent mode

# **Welcome to the LGA**

## **The context for the day ahead**

**Nicky Old**

Director of Communications, LGA

**Matt Nicholls**

Head of Communications Improvement, LGA

# 01. Introductions

Where public affairs fits into your role



# Introductions

- Name
- Role
- Organisation
- Your role in public affairs now

How much public affairs are you doing now?

1. It's a big part of your job
2. It's a bit of an add on
3. I'm not really sure
4. None, but it's only a matter of time

## **02. How does Public Affairs differ from and is complemented by more established 'comms' work**

Darren and Georgia

# What is public affairs?

“Public affairs” means activities which are carried out for the purpose of (a) influencing government, (b) or advising others how to influence government.

**PRCA**

“A strategic approach to building relationships with your communities of influence”

**LGA**

“A term used to describe an organisation’s relationship with stakeholders.”

**Public Affairs Network**

# (a slightly polarised view of) How local authority Public Affairs and Comms complement but differ from each other

## Comms (PR)

- Relationship at organisation level i.e. council to residents
- One-way can dominate
- Can be focused on 'here and now'
- Large audiences, mass comms channels
- Resident insight
- Locally-focused – grass roots (looking down)
- Matters within the council's direct control
- Influence behaviours
- Above the radar

## Public affairs

- Relationships at individual level
- Two-way discussion
- Prioritises long-term outcomes
- Hyper-targeted audiences, bespoke comms channels
- Political insight
- Nationally focused, esp. policy-makers (looking up)
- Matters outside the council's direct control
- Influence decisions
- Below the radar



# Why is public affairs increasingly important

- Explain and put 'big' policies into local context
- Show how your priorities support national policy
- Help others see the bigger picture, and to change the narrative
- Garner support and advocacy
- Facilitate joint working across the public sector and/or an area
- Drive long-term positive outcomes for your area and/or residents

# Practically this means...

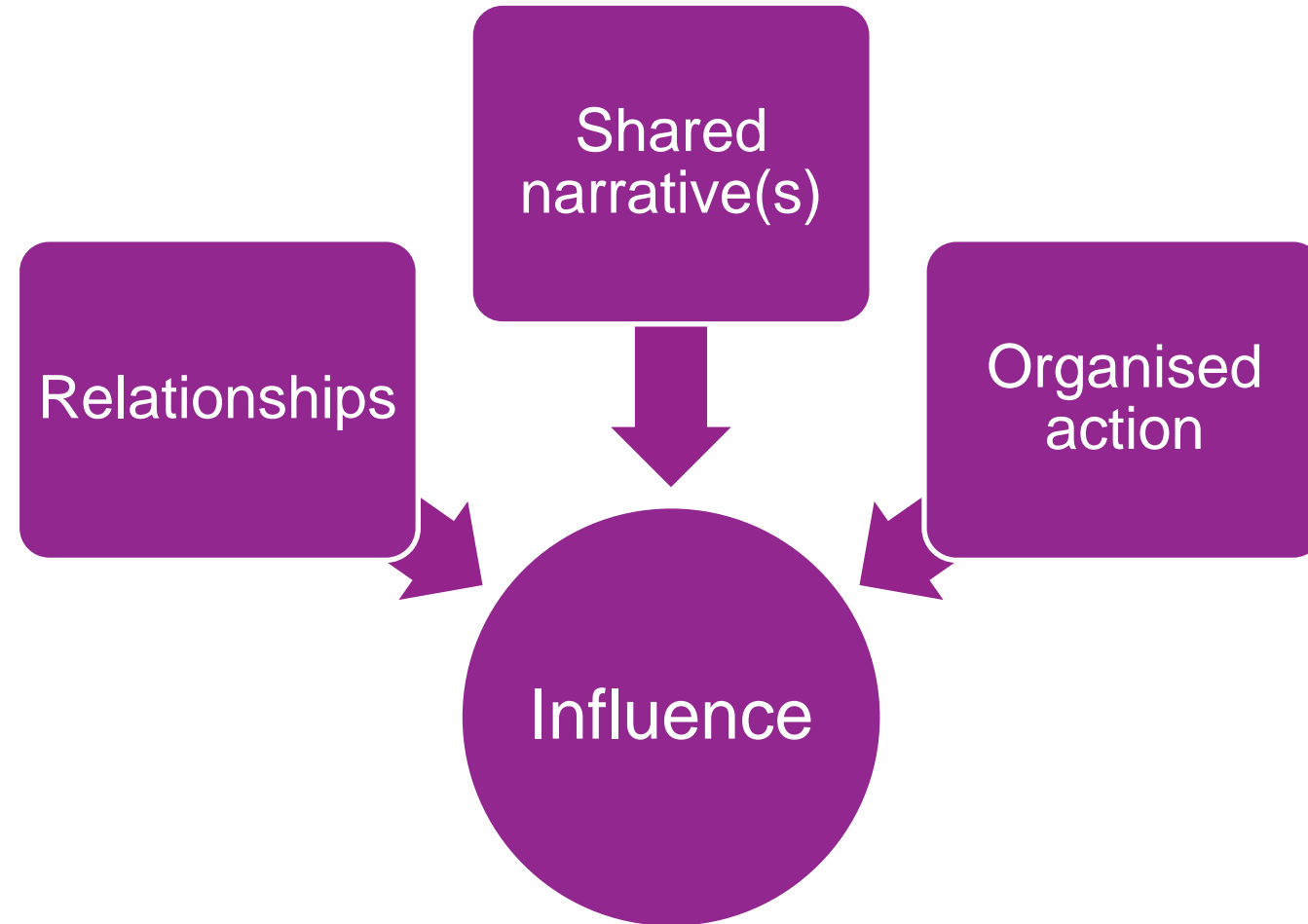
## **Public affairs building blocks**

- Build relationships now in readiness for specific need – MPs and strategic influencers
- Identifying stakeholders, their sphere of influence, common ground and opportunities to work together

## **Public affairs delivery**

- Issues management, scenario planning and narrative creation – where do we want to be, how will we get there, what could get in the way?
- Briefing and preparing your politicians to make a case clearly, strongly and visibly
- Ultimately, lobbying government to encourage a policy change on a national issue with a local impact (or a local/regional issue with a national impact)

# In short...



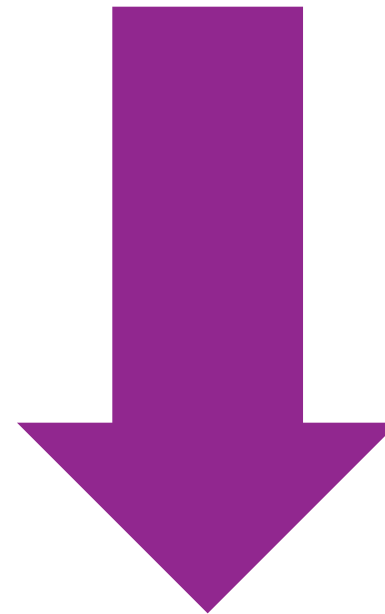
# 03. Assessing your organisation's strategic approach

Georgia and Darren



# Assessing your organisation's strategic approach – looking at your corporate narrative, comms strategy, current practice and readiness

- Place narrative
- Corporate narrative
- Corporate strategy / plan
- Communications strategy
- Public Affairs strategy
- Stakeholder engagement plans
- Campaign plans



# Key components of a public affairs plan

And where should it sit in your planning hierarchy?

# 14 key components of a public affairs plan



**Where should it sit in your planning hierarchy?**

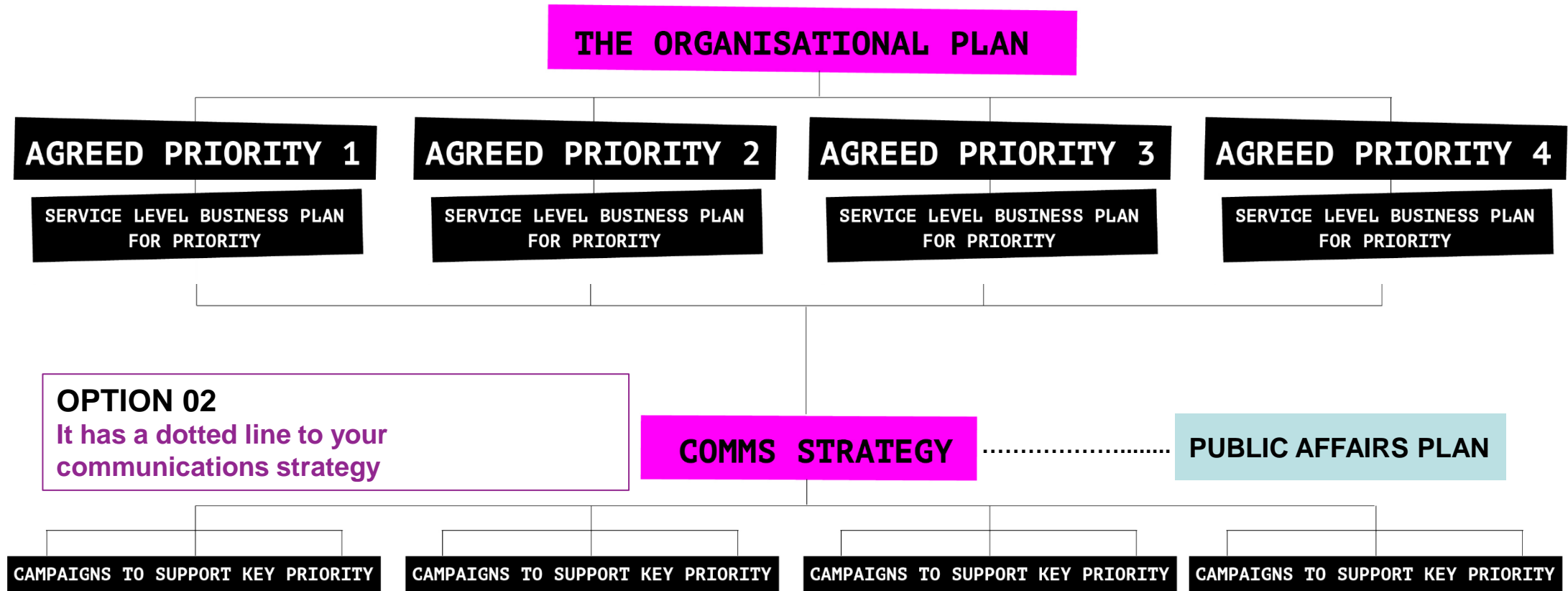
# THE ESSENTIAL HIERARCHY OF PLANNING



# THE ESSENTIAL HIERARCHY OF PLANNING



# THE ESSENTIAL HIERARCHY OF PLANNING



# THE ESSENTIAL HIERARCHY OF PLANNING





## 04. Discussion

Do you have a public affairs strategy?  
Where does it sit in your organisation?

# The importance of narrative in your public affairs work

# The importance of narrative in your public affairs work

## What is a narrative?

- It defines an organisation's **purpose**
- it **brings people together** around that purpose
- It can **direct action**
- it gives people a **marker** against which a public body can be **judged**

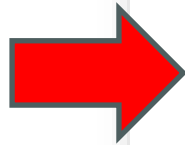
# The importance of narrative in your public affairs work

## REMEMBER

You need a narrative for **council** AND **place**

For example...

# The importance of narrative in your public affairs work



## Our council narrative

### Council story

Tower Hamlets is one of the UK's best local authorities.

Many of our services are award-winning and in 2022 we were shortlisted for MJ's Council of the Year.

This is the most exciting time in our history as we move into our new Town Hall at the Grade II-listed former Royal London Hospital in Whitechapel. A historic building that is once again at the heart of community life. And we are on course to be a carbon neutral council by 2025.

Our borough is one of the most popular places in the UK to live, work and visit. We provide the UK's third largest economic output, we are steeped in London's history and one of the most culturally diverse places in the world, are the fastest growing and most densely populated place in the UK and Tower Hamlets has a set of destinations that are the envy of any city. It is why we describe ourselves as **the best of London in one borough**. (see place narrative)

### A Tower Hamlets for everyone

We are a borough of contrasts. There is extreme wealth and poverty, and it is our job to broker opportunities to create a Tower Hamlets for everyone.

We build more homes than any other London local authority, yet over 21,000 people are on our housing waiting list, and 70% of those in the top two tiers live in overcrowded conditions.

We have some of the best performing schools in the country, yet 48.7% of children live in poverty and by age 11 over half of our children are overweight or obese.

There are nearly 300,000 jobs in Tower Hamlets, yet our young people need more support to access further education, or training and job opportunities to start their careers.

We know the value that leisure, recreation and learning opportunities can provide our residents. Many of our 120 parks are award-winning including Victoria Park which has been voted among the 10 best parks in the country.

We are investing £28m into our leisure centres which includes five swimming pools, and our Idea Stores are hubs for community life, offering a place for families, students and adults to read, learn, use computers and take part in subsidised training courses.

### Equalities and inclusion

Our council is a beacon for diversity and inclusion. It is ingrained in the history of Tower Hamlets from immigration at the docks, to the suffragette movement in Roman Road, or fighting fascists in Cable Street.

We want a borough where everyone feels valued and included, and we want a council that collaborates to deliver excellence. That's why we look for people with our TOWER values of Together, Open, Willing, Excellent and being Respectful.

We have set the goal of being an anti-racist borough and through activities including our staff networks we are creating a culture where everyone is treated well and where discrimination is not tolerated.

### Smarter Together

We are a forward-thinking council. Our Smarter Together transformation programme has already delivered online services, our CRM system and hybrid working.

More and more residents are accessing our services online with 4.5 million website visits a year - a million more than four years ago.

Our service improvements are shaped by the three Smarter Together lenses of partnership, outcomes and digital:

- Using **partnership** working to share resources and become more than the sum of our parts
- Using an **outcomes** approach, we will design services and measure performance, so we are focused on improving more lives at a faster rate
- Using **digital**, we will explore opportunities to work more productively and deliver more reliable services



# The importance of narrative in your public affairs work

12

Tower Hamlets communications strategy 2022-25

## Our place narrative

Tower Hamlets offers the best of London in one borough.

The new East End that epitomises the capital's past and its future. London has been moving east and Tower Hamlets is at its heart.

This mix of old and new, combined with award-winning parks, international cultural destinations, world class learning institutions and one of the UK's largest economies makes Tower Hamlets one of the most popular places to live, work, study and visit.

While Tower Hamlets represents a young, vibrant modern city, our history comes from being the hamlets of the Tower of London.

Whether you are in Wapping, Isle of Dogs, Spitalfields, Mile End, Bethnal Green, Canary Wharf, St Katharine Dock, Stepney, East India, Whitechapel or Poplar, every area is a cornerstone of London's history.

### Tower Hamlets offers the best of London in one borough because:



#### We are the fastest growing and most densely populated place in the UK

- Our population has grown by 22.1 per cent since 2011 to 310,300.
- We have fantastic transport links – 26 London Underground and DLR stations serving seven lines – the second highest London borough.
- More homes built here than anywhere else.
- We have the youngest population in London, and fifth youngest in the UK. Our average age is just 31.

#### We are home to international business districts which generate the third highest economic output in the UK

- Canary Wharf has 120,000 people working in 37 office buildings, 300 shops, cafés and restaurants and more than 200 cultural events every year.
- City Fringe includes Whitechapel, Aldgate and Spitalfields. It is being developed to support London's financial sector, the growing digital-creative businesses in Tech City and has plans for a world-class life science centre.
- World famous markets including Spitalfields, Columbia Road and Petticoat Lane. Brick Lane is a melting pot of food and culture, everything from renowned curry houses and Jewish beigel shops to the Old Truman Brewery with its own market.

## Tower Hamlets Communications strategy 2022-25



# The importance of narrative in public affairs: Structural change in local government – the case for change in Dorset

## National context

- Devolution
- Austerity and funding
- Democratic gain?



## Five 'tests' (set by government)

- Improved services
- VfM
- Cost savings
- Accountable leadership
- Sustainable local government

**But it started with a  
narrative.....  
and a statement of intent**



# The narrative – local and national

## Where we are now

- Small-time and overlooked for £ (public and private)
- 9 councils – no consistent voice or direction
- Confusing accountability
- Inefficient and unaffordable

## Where we want to be

- A southern Powerhouse
- Financially sustainable / better access to funding
- More £ on services

## How we'll get there

- Structural change and more scope for devo
- Fewer organisations (9 become 2)
- Reduced overheads & duplication
- Fewer politicians

**Local proposal, SoS decision**



# Submission – a narrative and series of stories

## Influential voices:

- Five public sector partner stories – health, education, blue lights
- 6/7 MPs
- Five business leaders and 89% business backing
- Video also included AFCB, Olympic sailor and Sunseeker Yachts: <https://www.youtube.com/@futuredorset2056>



## Our vision for Future Dorset

### Aspirational and ambitious

A place where people want to live, visit, learn and work; a place of aspiration where plans are made and ambitions achieved, with an economy that works for local people.

### Competing internationally

A place competing on an international stage, rivaling the iconic coastal economies of the world.

### Healthy, prosperous, vibrant, inclusive

A healthy and exciting place where people live independently and which contributes to the future Dorset is creating.

### Overwhelming evidence supporting this change

- Six of Dorset's nine existing councils back this proposal, with 75% of voting members in favour
- 73% of residents support change\*
- 65% of residents support proposed geographical composition\*
- 89% of businesses back change, as does the Dorset LEP\*
- £108million of savings projected in the first six years\*\*
- Evidence that all Government criteria are met\*\*\*
- Strategic focus with the Combined Authority\*\*\*
- Health and local authority planning and delivery boundaries aligned.\*\*\*

\*Dorset's Councils – Reshaping Your Councils Consultation 2016 – Final report Opinion Research Services – December 2016 pg. 71, 78, 151  
 \*\*Dorset Councils – potential options for the reconfiguration of local authorities. Local Partnerships August 2016 pg. 3  
 \*\*\*Case for Change: Local government reorganisation in Dorset, PwC, December 2016 pg. 12-16, pg. 44-46, pg. 47-49



## Council Leaders' Statement

**Proposal to reorganise local government structures in Dorset**

**The proposal**

Replace Dorset's nine unitary, county, district and borough councils with two brand new, sustainable unitary authorities: two new councils structured around the natural and established sense of identity within the urban and rural geographies of the county, with balanced population projections and the ability to reflect the policy aspirations of both communities.

**There is a compelling case for change**

This innovative proposal:

- Delivers flagship Government policy, as set out in the Cities & Local Government Devolution Act 2016.
- Meets and exceeds the Government's five criteria for approving change.
- Has cross-party political support across all of Dorset, and at all political levels requested by the Secretary of State.
- Has the overwhelming and emphatic backing of the residents of Dorset – 73% back change.
- Saves at least £108m in the first six years, including at least £1.1m p.a. reduction in Members' allowances.
- Recovers the cost of implementation in around one year.
- Is strongly backed by the Dorset LEP and wider business community as a driver of economic growth.
- Brings sustainability to public services for all in the county, including health and social care.
- Supports tradition and historic identity, helping them to grow and transform with relevance for 21st century communities.
- Makes a commitment to work with Town and Parish council structures to embrace the double devolution agenda.

**The context**

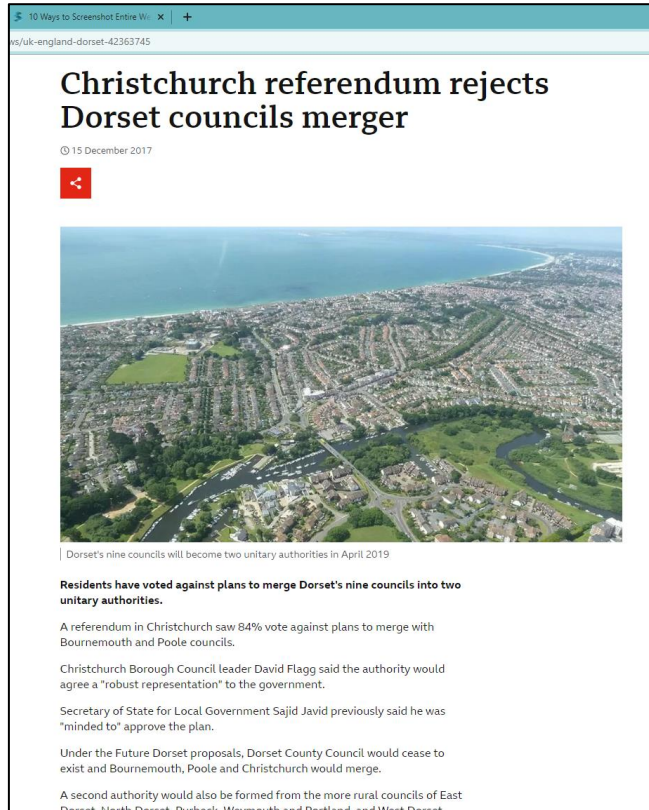
Dorset's councils have reached the end of the road in the efficiencies and savings we can drive out of our existing organisations. We have pushed our current structures far beyond our duty to co-operate – for example through the Dorset Waste Partnership, Stour Valley & Poole Partnership, WestWey Partnership, and Tricuro adult social care provision. We are forecast to have saved £200million across the county in the 10 years to 2019/20. Dorset's councils collectively face an £83million cumulative budget black hole by 2025. This, alongside an increasing risk of failure to be able to fund our statutory duty for social services, means change is now imperative and urgent. In order to create sustainable councils for the future, Residents of Dorset have shown overwhelmingly support and will expect change. Explaining why their views have been ignored is not an option.

Marcus Jones MP Parliamentary Under-Secretary of State for Communities & Local Government: HC Deb 1 Dec 2016, vol 617, col 1762-83

# Political casualties



# Delays to decision-making



## Comms

- Low key
- Responsive
- Fact-based
- Process-led
- Repetitive!

## Public Affairs

- Third party visibility (MPs / blue-on-blue)
- Below-the-radar
- Maximised relationships
- Highly proactive



# A decision at last

## Dorset councils merger 'to go ahead' says Sajid Javid

26 February 2018



Dorset's nine councils will become two unitary authorities in April 2019

**Plans to scrap Dorset's nine councils to create two unitary authorities have been approved by the Secretary of State for Local Government.**

In a **ministerial statement**, Sajid Javid said he had decided to implement the merger having previously said he was "minded" to support it.

Eight of the county's local authorities voted to support the proposal but it was opposed by Christchurch council.

The decision is subject to parliamentary approval.

The new structure, aimed at saving £108m over six years, would come into effect in April 2019.

**More on this and other stories from across the south of England**

Under the plans, all nine councils would cease to exist and Bournemouth, Poole and Christchurch would merge.

# Top three takeaways

1. Be in the room where decisions are made – advise, listen, learn
2. Have a consistent (compelling, relevant, realistic) narrative that is relatable to those “on the ground” and in Westminster
3. Coax, support and encourage top voices – it takes time but it pays off

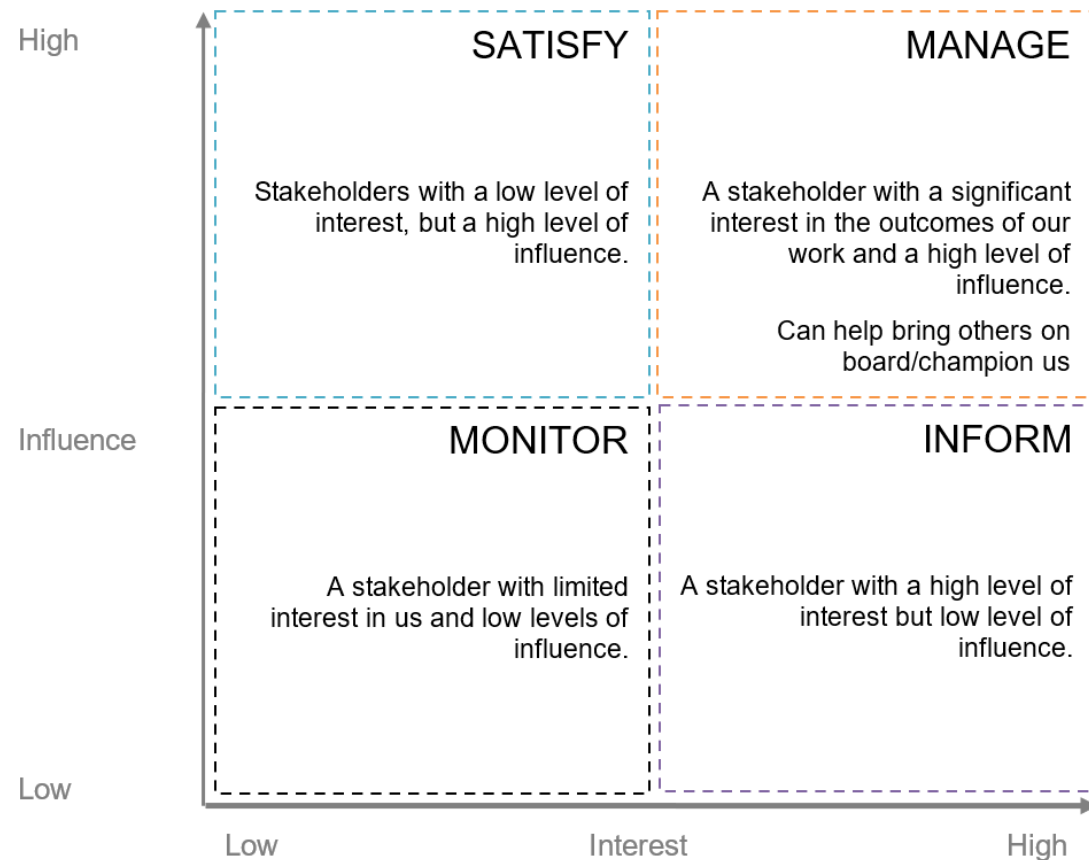
# **05. Stakeholder and relationship mapping:**

**The foundation of public affairs**

**+ Resources to help**

# Start here.....

## Stakeholder Mapping Template



# Then here .....

## Priority Stakeholder Groups - Mapped (to be mapped with your senior management team via a group exercise)

	MANAGE	SATISFY	INFORM	MONITOR	ENGAGEMENT LEADS (there may be more than one)	Supporting information/ Update
<b>Media</b>						
Local media						
National media						
Trade press						
<b>Political</b>						
Cabinet Ministers/Shadow Cabinet Ministers/Government Ministers						
MPs						
Unions						
Local Government Association						
<b>Partners</b>						
Outsourced service providers						
Blue light services						
<b>Pressure groups</b>						
Local opinion formers						



# Self-assessment discussion

## Stakeholder relationships

Leadership networks

Stakeholders are mapped

Relationship managers defined and active

## Priorities for place (place narrative)

Place narrative exists

External factors (government policy, funding) critical to success

Partnership working required

## Organisational culture and corporate narrative

Looks up and out

Focused on outcomes more than mechanics of service provision

PA strategy in place / development

**Break**

10 minutes

# 05. National issues and how the LGA support organisations to manage public affairs issues

Colm Howard-Lloyd  
Head of Public Affairs and Stakeholder  
Engagement LGA

# Election year

- May 2024, local elections:
  - 58 district authorities
  - 18 unitary authorities
  - 31 metropolitan districts
  - Police and crime commissioners
  - Combined authority mayors, the Mayor of London, the London Assembly

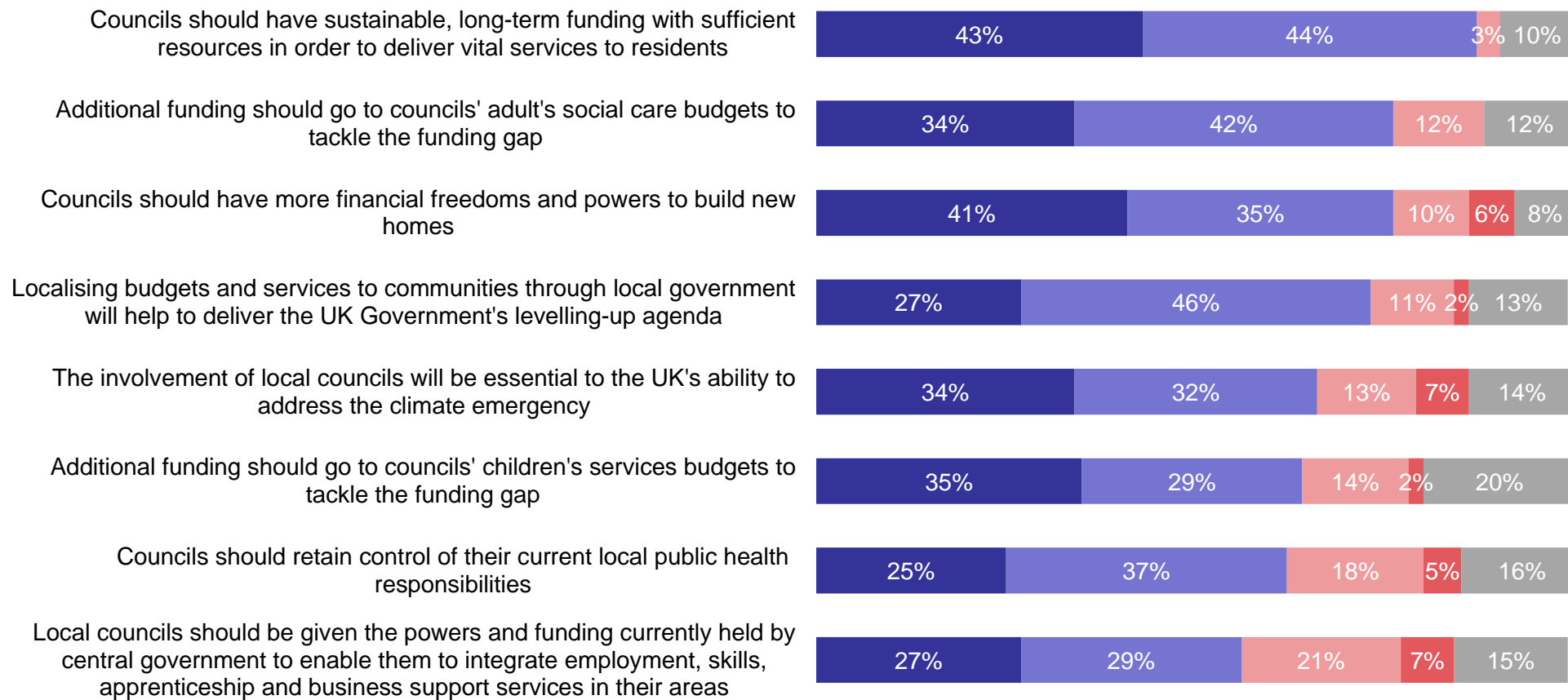
# General election

- When is it?
- How many new MPs?



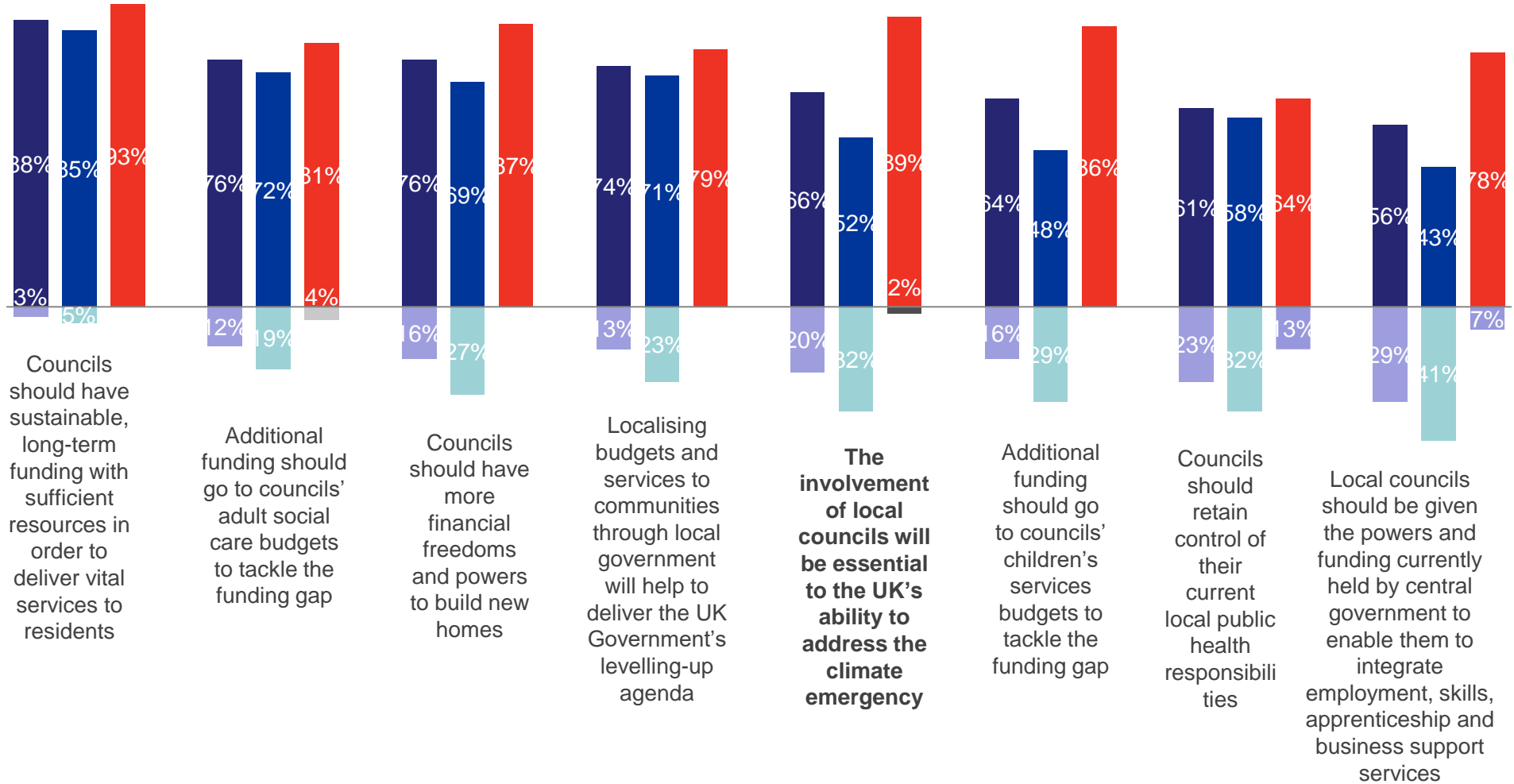
# What/do they care about local gov?

■ Agree strongly ■ Tend to agree ■ Tend to disagree ■ Disagree strongly ■ Don't know



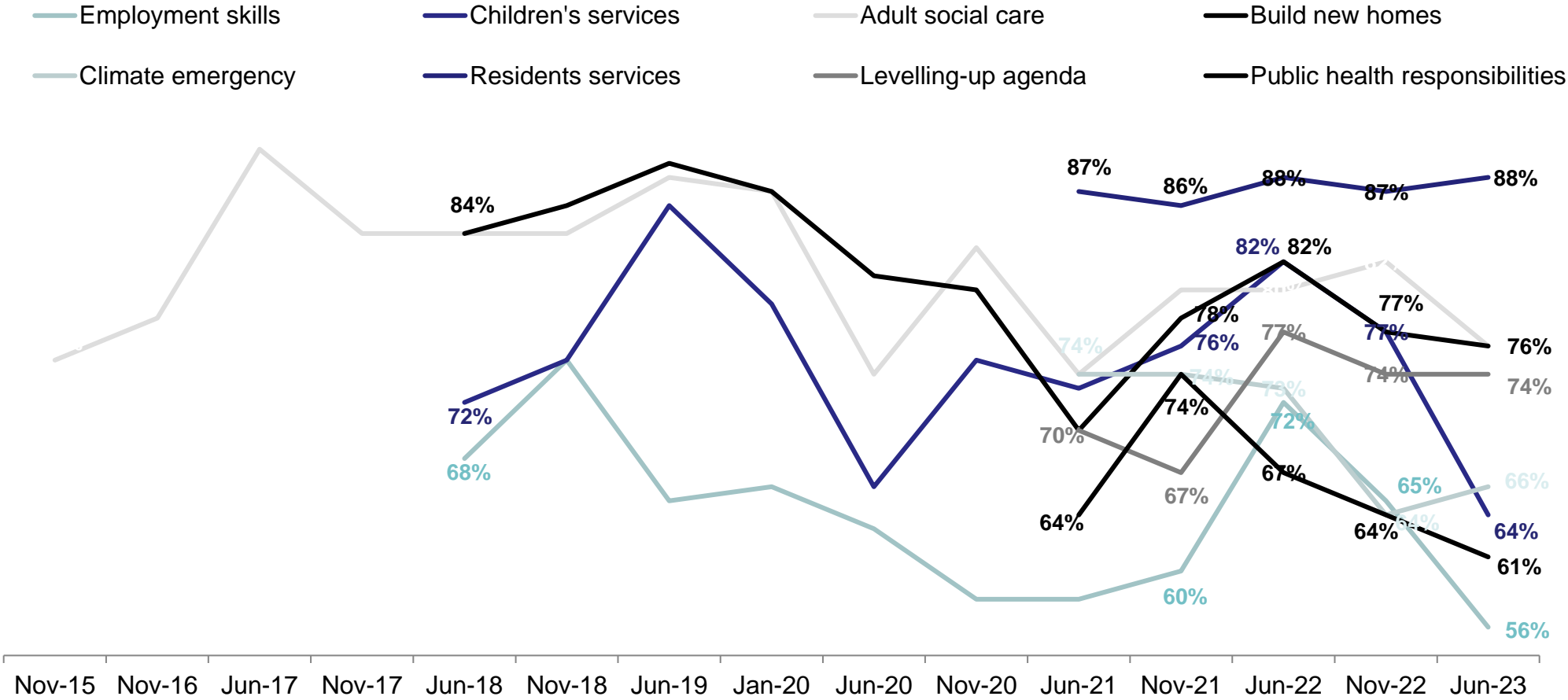


# What/do they care about local gov?





# Has this changed over time?

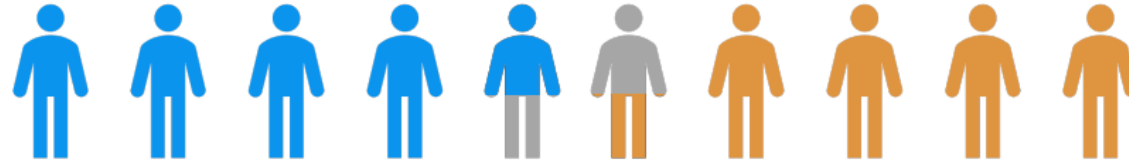




# Will a new government make a difference?

45%

'a change in Government will not make any difference'



46%

'a different Government will change things for the better'

## More likely to be selected by:

- Those aged 55+ (56%)
- C2DE (48%)
- Swing voters (53%)

"I don't think it could get much worse. I hope it doesn't, so I'm going to be optimistic and say I hope it's going to get better. I even feel like if we have a new Government, whoever it may be, I **don't particularly trust any of them at the minute.**"

18 – 35, Stoke-on-Trent

## More likely to be selected by:

- Those aged 18 – 34 (54%)
- ABC1 (49%)

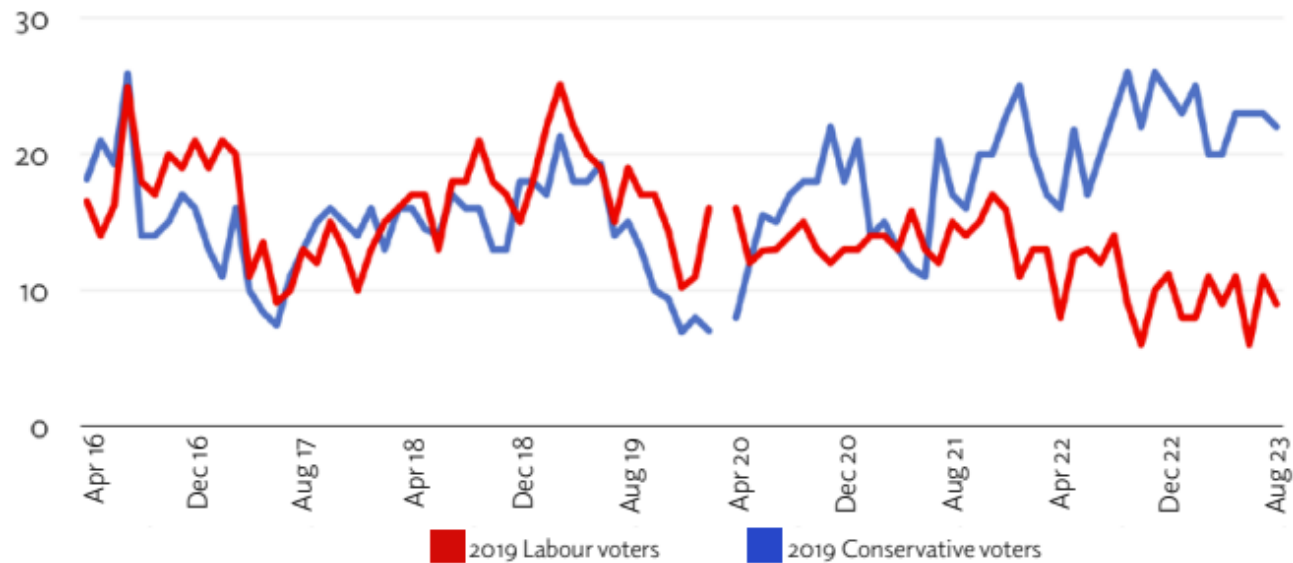
# Undecided voters

- Are there more than previous elections?

## 2019 Conservative voters are more likely to be undecided voters than 2019 Labour voters

Percentage of those who voted Lab/Con at the preceding election and are now unsure how to vote

UK IN A  
CHANGING  
EUROPE



Source: YouGov and British Election Study Internet Panel

# What is the LGA doing?

- Influencing manifestos
- White paper for local government
- Workforce
- Oflog and Assurance
- Debate Not Hate
- Care Leavers

# Business as usual

- Select Committees
- Legislation
  - Briefing
  - Amendments
  - Tracking
- Parliamentary questions, Westminster Hall debates
- APPGs

# How can we help you?

- Parliamentary bulletins
- Briefings
- Comms Leaders Network
- Advice

# Questions for Colm?

- Please wait for the roving microphone
- Please state your name and authority / organisation prior to asking your question

## 05. Practical Exercise

### Current self-assessment

Georgia and Darren

# Self-assessment

## Stakeholder relationships

Leadership networks

Stakeholders are mapped

Relationship managers defined and active

## Priorities for place / place narrative

Place narrative exists

External factors (government policy, funding) critical to success

Partnership working required

## Organisational culture and corporate narrative

Looks up and out

Focused on outcomes more than mechanics of service provision

PA strategy in place / development



# Public affairs self-assessment worksheet

## Stakeholder relationships

### Leadership networks

Is your leader well-networked across the political and sector spectrum?  
Do they know who is influential and where there are opportunities to collaborate?  
What about your chief exec and others?  
How is your council's relationship with MPs? Ministers?

### Stakeholders are mapped

Is there an organisational stakeholder map?  
Have stakeholders been categorised by levels of influence & interest, by issue & sector?  
Are they regularly reviewed for relevance?

### Relationship managers defined and active

Do you know who is responsible for engaging directly with each stakeholder?  
Do these relationship managers know stakeholders' views on shared interests?  
Are proactive and regular channels for engagement established? Are they robust and resilient to personnel changes?  
Do they focus on mutual benefit?

## Priorities for place (place narrative)

### Place narrative exists

Does a narrative setting out ambition for your place exist?  
Was it co-created with stakeholders?

### External factors critical to success

What factors outside the council's control is the success of your place dependent on?  
Do you know when and how decisions will be made and who by?

### Partnership working required

Is partnership working critical to the success of your place vision?  
Is a plan in place to build advocacy and work with stakeholders to influence government in order to achieve it?

## Organisational culture and corporate narrative

### Looks up and out

Does your organisation regularly comment publicly on national policy issues relevant to local government and civic society?  
Does it position itself as a leader in the sector?

### Council outcomes more than mechanics of service provision

Is emphasis placed on long-term outcomes over day-to-day delivery?

### PA strategy in place / development

Who is responsible for co-ordinating your council's PA?  
Does it identify the approach to and structures for joint working, regular dialogue and partnership?  
Is it aligned with your communications strategy, place narrative, corporate strategy and stakeholder management?



# Lunch



SCAN ME

**Public affairs for the public sector:  
workshop with LGA Associates  
Darren Caveney & Georgia Turner**

Thursday 11 April 2024  
18 Smith Square



# **Case studies from local government peers – how they have effectively influenced national politicians, ministerial decisions and public policy joined with public-facing comms work**

**Will Mapplebeck**, Strategic Communications and Public Affairs Manager, Core Cities

**Jill Laverick**, Director of Strategy and Public Affairs, Sunderland City Council

**Nick Price-Thompson**, Director of Communications and Public Affairs, Royal Borough of Kensington and Chelsea

**Lucy Bannister**, Principal Policy & Public Affairs Officer, Southwark Council

**Anna Reid**, Policy and Public Affairs Officer, Southwark Council

# Case studies from local government peers – how they have effectively influenced national politicians, ministerial decisions and public policy joined with public-facing comms work

## Will Mapplebeck

Strategic Communications and Public Affairs Manager, Core Cities

- How do we continue to use public affairs to fight for the local state?
- Labour's plans for Government and what that is likely to mean for the sector
- Cross sector collaboration

# Case studies from local government peers – how they have effectively influenced national politicians, ministerial decisions and public policy joined with public-facing comms work

## Jill Laverick

Director of Strategy and Public Affairs, Sunderland City Council

- Using public affairs for the long term - relationships and advocacy that yield results
- How Sunderland's public affairs strategy helped create the conditions for investment in one of Europe's largest film studio complexes and a totally new sector for the North East

# Case studies from local government peers – how they have effectively influenced national politicians, ministerial decisions and public policy joined with public-facing comms work

## Nick Price-Thompson

Director of Communications and Public Affairs, Royal Borough of Kensington and Chelsea

- Winning nearly £40 million for Grenfell estate refurbishment post fire
- Changing the narrative
- Looking ahead to changes of Government

# Case studies from local government peers – how they have effectively influenced national politicians, ministerial decisions and public policy joined with public-facing comms work

**Lucy Bannister,**

Principal Policy & Public Affairs Officer, Southwark Council

**Anna Reid,**

Policy & Public Affairs Officer, Southwark Council

- Working cross boundary on Bakerloo line extension
- Integrating public affairs with comms and public engagement – above the line view
- Long-term, phased approach, mixed-methodology



# Panel Q&A

**Will Mapplebeck**

Core Cities

**Nick Price-Thompson,**

Royal Borough of Kensington and Chelsea

**Jill Laverick,**

Sunderland City Council

**Lucy Bannister and Anna Reid**

Southwark Council

## 07. Next steps

Georgia and Darren

# HOMEWORK: Developing your public affairs offer

## Relationships

Who has influence and where / with whom?

How will you audit and map your stakeholders, prioritising them around who has the greatest influence on whether you are able to achieve your objectives?

How will you reach them? Create an engagement plan that identifies how you will reach your target stakeholders?

## Priorities for organisation or place

What are the issues you need to influence?

What is your case/argument?

## Resources

How will you resource the public affairs strategy? Who in your organisation will be involved, what role will they play?

Which other organisations can you work in partnership with?

# Resources to help: Narrative and key messages



**COMMS2POINT0**  
creative communicators

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## how to create key messages and a strategic narrative

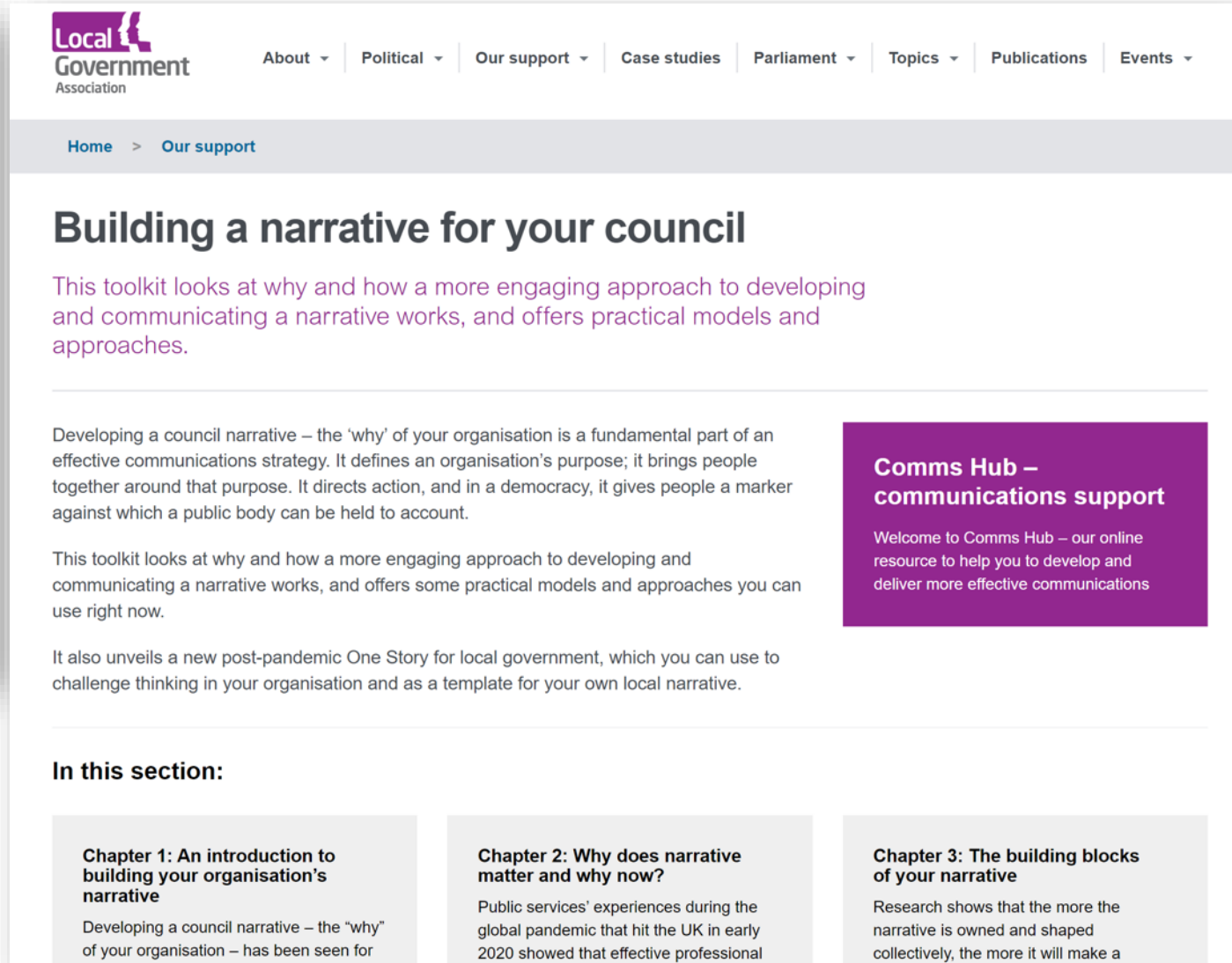
September 16, 2021



Had a flick through our new COMMS:FILES resource yet?

from internal comms to resident campaigns  
file upon file of great work.  
by creative communicators.  
searchable. free to all.

**LOOKING TO ADD  
A CREATIVE  
COMMUNICATOR**



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## Building a narrative for your council

This toolkit looks at why and how a more engaging approach to developing and communicating a narrative works, and offers practical models and approaches.

Developing a council narrative – the ‘why’ of your organisation is a fundamental part of an effective communications strategy. It defines an organisation’s purpose; it brings people together around that purpose. It directs action, and in a democracy, it gives people a marker against which a public body can be held to account.

This toolkit looks at why and how a more engaging approach to developing and communicating a narrative works, and offers some practical models and approaches you can use right now.

It also unveils a new post-pandemic One Story for local government, which you can use to challenge thinking in your organisation and as a template for your own local narrative.

**Comms Hub – communications support**

Welcome to Comms Hub – our online resource to help you to develop and deliver more effective communications

### In this section:

- Chapter 1: An introduction to building your organisation’s narrative**  
Developing a council narrative – the “why” of your organisation – has been seen for
- Chapter 2: Why does narrative matter and why now?**  
Public services’ experiences during the global pandemic that hit the UK in early 2020 showed that effective professional
- Chapter 3: The building blocks of your narrative**  
Research shows that the more the narrative is owned and shaped collectively, the more it will make a

# Useful links

## **PRCA Code of Conduct:**

<https://www.prca.org.uk/sites/default/files/Public%20Affairs%20Code%20PDF.pdf>

## **LGA #futurecomms Guidance**

<https://www.local.gov.uk/our-support/guidance-and-resources/comms-hub-communications-support/futurecomms-building-local-13>

**LGA Public Affairs offer** <https://www.local.gov.uk/parliament>

# Useful links

LGA narrative development resources

<https://www.local.gov.uk/our-support/communications-and-community-engagement/building-narrative-your-council>

How develop key messages – the 27/9/3 model

<https://comms2point0.co.uk/comms2point0/2021/9/16/how-to-create-key-messages-and-a-strategic-narrative?rq=jude%20tipper>

# Closing remarks and thanks to you all

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SCAN ME



**Public affairs for the public sector:  
workshop with LGA Associates  
Darren Caveney & Georgia Turner**

Thursday 11 April 2024  
18 Smith Square