Executive Summary

Evaluation should be seen as a **key part of the communications process**, and not a bolt-on at the end, and thought needs to be put into understanding exactly what **outcomes** can and should be measured. At a bare minimum, organisations should ensure they have ways for measuring how they perform in the media, how informed their staff are, and how campaigns are performing. Good evaluation **raises the profile of communications and brings boardroom credibility.**

An outcome is a **measurable change in behaviour, attitudes or opinions**. Research is the starting point of any campaign, and knowing how somebody behaved prior to a campaign and how they behaved afterwards is key. Communications is pointless without research and evaluation.

The audience is at the heart of any communications activity. By understanding the motivations and behaviours of a particular audience, you will both be able to plan your communications activity more effectively, and also develop a robust approach to evaluation.

Evaluation does not need to be expensive nor overly complex. Start simple by doing whatever desk research you can in order to understand your audience and current issues. By also looking around to see what information already exists on a particular audience and how it behaves, thinks and feels about different issues, you can quickly **build up benchmarks** to which you will be able to compare later.

Use whatever information you have available to identify your target customer groups. This could for example be through an existing database such as a council tax register, or through a mailing list. **Avoid targeting everybody** to bring greater focus to your communications activity, and to make the evaluation process easier.

When evaluating traditional media such as newspaper articles and radio coverage, the focus should be on the **quality, not the quantity** of coverage. We recommend following the **Barcelona Declaration of Measurement Principles** in approaching any evaluation exercise. These can be applied to new as well as traditional media.

With more communications taking place online, more thought and resource needs to be put into evaluating this area. Many evaluation tools exist, some of which we discuss in this report. However, there is **no hard and fast rule over which tools should be used**. The **key is knowing what to do with the data** that is produced. We therefore, we advocate investing in analysts and evaluation tools using the 90/10 ratio. "If you would like to invest $100 in making smart decisions, then invest $10 in tools and invest $90 in smart brains".[1]

Evaluation is constantly changing, and no-one should claim to know all the answers or offer an off-the-shelf approach. Unless there is a clear plan as to what your communications are trying to achieve, you might as well just count the number of press releases you send out. **Good evaluation helps bring clarity to the objectives of your organisation**. Further, it helps bring a fresh perspective to your communications, allowing you to assess what works and what does not, allowing you to fine tune your approach. Everyone can improve the communications they do through good evaluation.

[1] Kaushik, A (2010), Web Analytics 2.0, USA, Wiley Publishing

Appendix C: The Albert Model

Westminster have developed a mathematical tool to enable realistic targeting for a number of campaigns. ALBERT has been incorporated into our planning process, using an automated spreadsheet with survey data, so we instantly know the effect of targeting specific groups or areas.

ALBERT is a practical model that enables Westminster to pre-determine the amount of people to target and where to find them. It is a mathematical model based on conversion rates, so we can predict the outcome of any campaign at a given conversion rate. The model itself was essentially a variation of a percentage rate.

$$\text{Predicted result} = \frac{\text{Number of people satisfied before campaign + extra people satisfied after campaign}}{\text{Number of people in Westminster}}$$

In mathematical terms, the model is represented this as follows:

T = number of people in target group S_t = Satisfaction of target group
B = number of people in Borough S_b = Satisfaction of Borough
C = conversion rate S_{tb} = Target satisfaction rate for borough

$$S_{tb} = \frac{((T \times (1 - S_t) \times C) + (S_b \times B))}{B}$$

Once finalised this had an immediate application, as it told us that in targeting terms, there were elements we had control over and therefore only three ways to improve campaign results.

- Targeting groups with higher levels of non-satisfaction

- Targeting more people

- Increasing the conversion rate through targeting people for whom the message was most relevant or else using the medium most relevant to them

Additionally, by rearranging the terms of the equation, we could compute:

- The number of people to target to achieve a given conversion rate

- The conversion rate required to hit any given target

The model allows us to predict the impact of a campaign on a relevant metric. As budgets grow ever tighter, we are increasingly using it for cost-benefit analysis as we scale back activity, to make sure we only concentrate on those areas and activities that have the greatest effect.

MEDIA/CONTACT EVALUATION

Media scores

412 mentions   572 mentions   448 mentions

- Positive
- Neutral
- Negative

Aug-11   Sep-11   Oct-11

Source: Media team

Social/online Media mentions

Changes to parking / change to soup run policy

Getting 3 year olds to walk

Parking changes

No. of Mentions

21 Oct 2011   28 Oct 2011   4 Nov 2011   11 Nov 2011   18 Nov 201

Source: Councilmonitor

Backbenchers resident queries (October)

Infrastrcuture and Services
Housing needs
Housing Association
Diary Parking
Finance Planning
Contact Information
Other
Correspondence

Source: Member support

RADAR

Community Governance Review
- Looking across the city. Seeking to empower communities
- 12 week consultations 14th November 2011 - 3rd February.

Long-term impact

Parking Policy Decisions
- Cabinet agreed to implement 9 policies
- Due go live 9th January 2012
- Review of on-street parking tariffs

Medium-term impact

Gang Summit
- 70 key stakeholders discussed serious youth violence
- First stage of community engagement programme underpinning the Your Choice programme

Long-term impact

Every Older Person Matters
- Service changes happening: Taxi Card consultation
- Tea Dance – 18th December
- Fall in satisfaction in this customer group

Medium-term impact

Customer Care
- Closure of remaining OSS 16th December
- New Post Office contract
- New Your OSS continuing roll out

Short-term impact

Parliament Square
- By-law for Parliament Square and surrounding area being sought

Short-term impact

CORPORATE DIARY

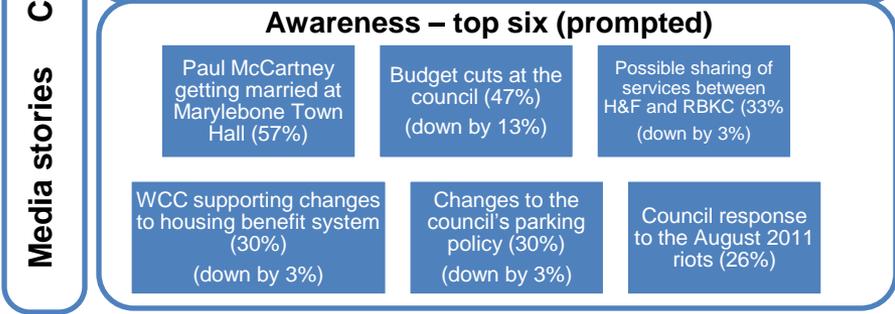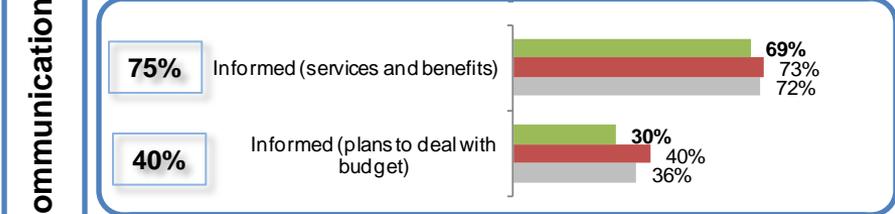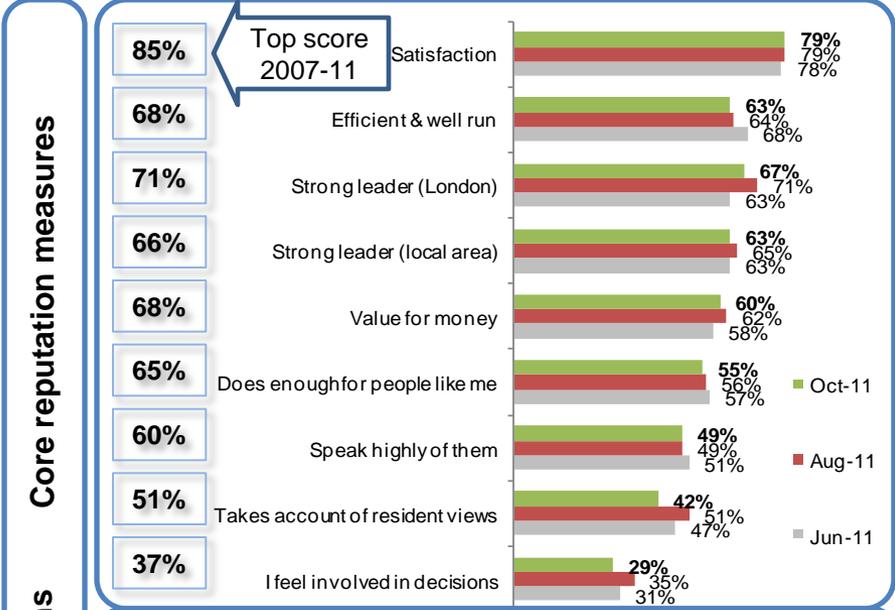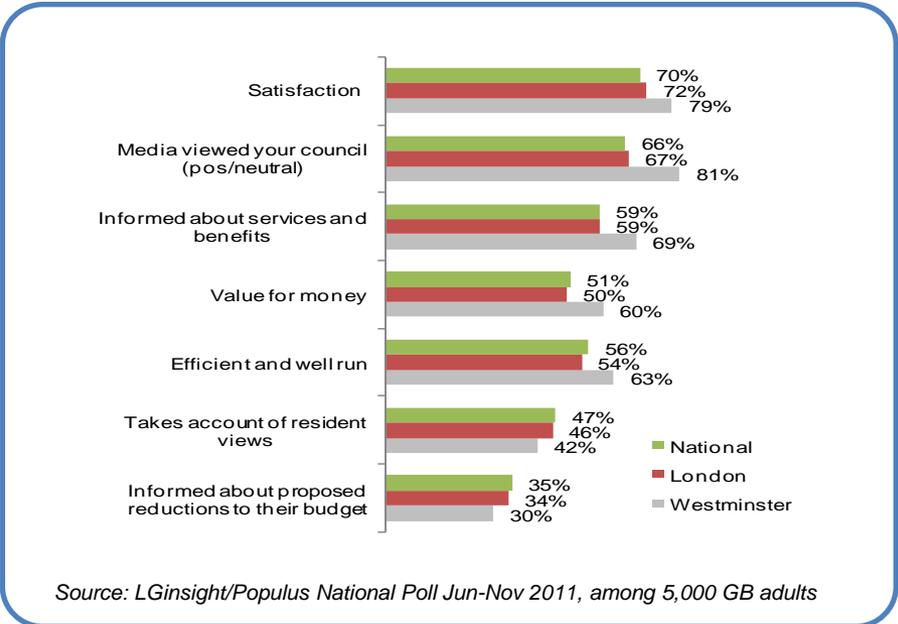|			
14 December Parliament Square to be cleared	18 December Tea Dance	31 December Leader's New Year letter	1 January New Year's day parade
January 9th New Parking Policy goes live	16 January Future funding for local authorities round table		

Westminster City Council Reputation Report – November 2011

REPUTATION TRACKER - RESIDENTS

Core reputation measures

Top score 2007-11

Top score	Measure	Oct-11	Aug-11	Jun-11
85%	Satisfaction	79%	79%	78%
68%	Efficient & well run	63%	64%	68%
71%	Strong leader (London)	67%	71%	63%
66%	Strong leader (local area)	63%	65%	63%
68%	Value for money	60%	62%	58%
65%	Does enough for people like me	55%	56%	57%
60%	Speak highly of them	49%	49%	51%
51%	Takes account of resident views	42%	51%	47%
37%	I feel involved in decisions	29%	35%	31%

Communications

		Oct-11	Aug-11	Jun-11
75%	Informed (services and benefits)	69%	73%	72%
40%	Informed (plans to deal with budget)	30%	40%	36%

Media stories

Awareness – top six (prompted)

- Paul McCartney getting married at Marylebone Town Hall (57%)
- Budget cuts at the council (47%) (down by 13%)
- Possible sharing of services between H&F and RBKC (33%) (down by 3%)
- WCC supporting changes to housing benefit system (30%) (down by 3%)
- Changes to the council's parking policy (30%) (down by 3%)
- Council response to the August 2011 riots (26%)

NATIONAL POLL FINDINGS

Measure	National	London	Westminster
Satisfaction	70%	72%	79%
Media viewed your council (pos/neutral)	66%	67%	81%
Informed about services and benefits	59%	59%	69%
Value for money	51%	50%	60%
Efficient and well run	56%	54%	63%
Takes account of resident views	47%	46%	42%
Informed about proposed reductions to their budget	35%	34%	30%

Source: LGinsight/Populus National Poll Jun-Nov 2011, among 5,000 GB adults

REPUTATION TRACKER TELLS US

- **Council reputation and service performance remains strong** with positive impact of initiatives such as prioritising housing for workers, the response to the riots and the "Nice Save" recycling campaign
- **Perceptions that the council listens to residents views when making decisions has fallen** from 51% in August to 42% now
- **Falls in perceptions of "listening" are mainly linked to older people being less positive about the council** (now in line with other age groups) and **there has been a fall in the number who feel the council is handling customer contact well** probably due to changes to One Stop Shops

Source: Westminster City Council Reputation Tracker, October 2011, 500 residents