EXTERNAL STRATEGIC COMMUNICATION FRAMEWORK

Assessing the statistical organisation branding

1. How it interacts with its stakeholders
2. How others recognise it and the image it portrays
3. How it is perceived and described by others

Considerations

Staff
Customer

Implementation

BRAND

Evaluate

Definition

Visual identity

Assess
· Surveys
· Environment scan
· Vision
· Values
· Mission
· Corporate strategy
· Desired identity
· Customer research
· Staff consultation
· Environment scan
· Benchmarking

Communications strategy

· Logo/Guideline
· Language
· Applications, templates
· Sting/audio
· Pos. statement

Marketing strategy

E V A L U T I O N AND ITERATION

Maturity model

Communication skill sets

Five maturity levels

1. Initial
2. Reactive
3. Structured and Proactive
4. Managed and Focused
5. Continuous Improvement

Content strategy

1. Identify audience
2. Choose audience
3. Choose channels
4. Develop key messages
5. Matching key messages to audiences
6. Set the timing or periodicity of your campaign
7. Evaluate the impact of campaign for each channel

Content strategy

Objectives

Principles

Ethical
Independent
Impartial
Viable
Virtual
Confidential
Flexible
Timely
Equal access
Relevant
Innovative
Use of appropriate tone, content and channel for the identified audience

Informing—increase awareness about the importance of statistics in everyday life, promote official statistics and the work of the statistical organisation

Understanding—exchange meanings, learn, reduce misunderstandings and misinterpretation of statistical data

Changing attitudes—shift perceptions

Altering behaviour—persuade the audience to act differently/heed a call to action

Values

Honest
Trustworthy
Transparent

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Evaluating
Activity-based
— If no other measures are available, report on what you did (e.g., 3 newsletters, 10 seminars and 7 webpages).

Measures of communication channels
— Quantitative measures, such as numbers of webpage hits and views, dwell times, phone calls, attendees, Twitter retweets/likes or Facebook comments/followers, indicate the uptake of information.

Analytical
— These measures bring together quantitative channels (like those above) and complement them with qualitative understanding. These are the most detailed and provide a deeper understanding of performance. They address awareness, understanding, behavioural change, sentiment, share of voice, ownership and the difference between creating vs. informing the news.

PROOF principles

01
Pragmatic:
Use the best available source of information. Don't seek to generate perfect numbers instantly. Metrics should be fit for purpose. It's important to use what you have and improve them through iteration.

02
Realistic:
Always seek to prove the things you can or acknowledge those you can't. Evaluations should stick to the facts and only state what you know. Don't extrapolate meaning or conflate correlation with causation.

03
Open:
Record and share as much as possible. Don't hide results. Remember that communication objectives and business/programme objectives are discrete, albeit closely linked.

04
Fully integrated:
Make evaluations ever-present, not an add-on at the end of the activity. Monitoring and evaluation should be embedded in the execution of the activity. Monitoring and evaluation should be embedded in all phases of the initiative.

05
Objective:
Remain honest now to learn for the future. Recognise both successes and failures. Record the lessons learned.

Issue management principles

Integrate a range of communication methods—social, digital, print, online and traditional—either alone or in combination, depending on the context.

Communicate facts as quickly as possible.
Ensure the safety of its community and the continued operation of essential services to its stakeholders.
Provide updates as circumstances change.

Crisis/Issue Matrix

<table>
<thead>
<tr>
<th>Issue Type</th>
<th>Impact</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>High</td>
<td>Now or imminent</td>
</tr>
<tr>
<td>Corporate</td>
<td>Medium</td>
<td>In the future</td>
</tr>
<tr>
<td>Continuity</td>
<td>Low</td>
<td>Now or imminent</td>
</tr>
<tr>
<td>Security</td>
<td>Low</td>
<td>In the future</td>
</tr>
<tr>
<td>Internal</td>
<td>Low</td>
<td>Now or imminent</td>
</tr>
<tr>
<td>External</td>
<td>Medium</td>
<td>In the future</td>
</tr>
</tbody>
</table>

External Issues might include:
- Reputational attacks (e.g., allegations of bias, distortion, or “fake news”)
- Political interference (real or perceived)
- Premature disclosure of data by political actors
- Pressure to change or reschedule releases
- National or international political instability
- Continuity—severe weather events, cyber-attack, violence in or near the worksite
- Statistical—stakeholders challenging data (e.g., affected groups disagree with organisation’s estimates).

Internal Issues might include:
- Security—confidentiality breaches (e.g., network vulnerabilities, trade secrets)
- Community—confidential information about employees
- Corporate—confidential information about intellectual property
- Strategic—confidential information about strategic initiatives
- Marketing—confidential information about marketing strategies
- Regulatory—confidential information about regulatory strategies

External Strategic Communication Framework