

# Appendix 2

## Change of circumstances campaign proposal and communications plan

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### 1 BACKGROUND AND AIMS

Leicester City Council aims to reduce the amount of outstanding benefit overpayments owed to us and ensure correct benefit payments are being made. The objective of the campaign is to ensure citizens are aware of their legal obligation to inform us about any changes to their circumstances which might affect the levels of support they receive. They should be aware of the types of changes we need to know about, and we also need to encourage more customers to inform us of their changes online.

Currently customers have to search and land on the MyRB page or find a phone number, and they do not do this in large enough numbers. We aim to give the public a more direct, easy way to report their changes.

We have previously considered two artwork ideas for posters and flyers, but need a stronger message to raise public awareness that they have a legal responsibility to inform us immediately about changes, and there are legal and financial penalties for not doing so. We also need to give examples of the kinds of situations which people must tell us about.

#### **Associated campaigns:**

**Channel Shift** – The CRM system being produced will be the main place for change of circumstance reporting in the future. The Change of Circumstances campaign will need to be matched to other Channel Shift communications as these are developed.

**Universal Credit** - To inform the public that universal credit claimants will now be responsible for making sure they pay all bills from their monthly Universal Credit award. Universal Credit payments also rely heavily on reporting changes promptly.

Caroline Welch is the senior communications and marketing officer dealing with both of these areas from April 2016.

### 2 PROPOSAL

The communications need to encourage people to engage with the council and change their behaviour around giving personal information to us. Ideally we need a clear online route to report changes of circumstance which is visible on the 'contact us' page and home page.

Beginning with a small-scale campaign (Stage 1) as an interim measure to point people to a new page within the Housing Benefit section 'Report a change of circumstances' and to

encourage the use of a small online contact form for those who don't or won't use a MyRB account. This small campaign will consist of a dedicated website page with an e-form, better signposting on the website and social media posts, plus leaflets and slides for AV screens at customer services. The full campaign (Stage 2) using wider advertising locations will be developed when the new customer portal is up-and-running.

### 3 RISKS & CHALLENGES

#### **Creating confusion until the new customer portal is embedded and tested**

Channel Shift is trying to steer people away from calling us and using face-to-face services in favour of self-service online. There is no current straightforward 'change of circumstance' online form on the website. This is going to be created in the new CRM as part of the 'Channel Shift' work, where all changes relating to benefits and social care will be reported via the same portal. We will have a lighter campaign for Stage 1 and will reserve the bulk of the campaign to Stage 2 when the portal is in use.

#### **Lost revenue and cases of overpayment**

An interim measure is needed to get customers reporting their changes of circumstance, while we wait for the customer portal to be introduced, otherwise we could be blamed for not making it easy enough to do this. The current MyRB account is not used by enough people, and may be a barrier to reporting, so a web page with an online form is an interim solution.

#### **Public perceptions**

Giving strong messages about legal responsibilities presents a risk of alienating people because these are messages that some people do not want to hear. We do not want the communications to elicit negativity, or frighten people into not acting. We need to counteract negative opinion of us by showing that 'telling it like it is' is a fair way of dealing with people, and that we are doing what we can to make sure customers can inform us easily. We also need to present the positive message that informing us of changes promptly can also mean finding out you are entitled to more.

### 4 AUDIENCES

| Internal  | External  |
|---|---|
| <b>City Mayor<br/>Councillors</b>   | <b>Media</b><br>Local media – radio, Leicester Mercury for editorial  |
| <b>LCC staff, particularly:</b> <ul style="list-style-type: none"> <li>○ Customer services staff</li> </ul> | <b>All city residents, particularly:</b> <ul style="list-style-type: none"> <li>○ Residents responsible for council tax, or receiving council tax support</li> <li>○ Residents owing overpayments of housing benefit</li> </ul> |

|  |  |
|--|--|
|  | <p><b>Partner agencies, particularly:</b></p> <ul style="list-style-type: none"> <li>○ Citizen’s advice (CAB)</li> <li>○ Social Welfare Advice Partnership (SWAP network)</li> <li>○ Community groups/forums and tenants associations</li> </ul> |
|--|--|

## 5 MESSAGES for Stage 1

**On Benefit?** Is there anything to tell us?

Wages increased? Started work? Child Benefit ended? Someone’s moved in? or any other changes that affect your household income

**Tell us now** It’s a criminal offence not to

If you receive Housing Benefit or Council Tax Reduction you **must tell us immediately** if your circumstances change.

If you do not tell us, you could miss out on money that you are entitled to receive or you could receive too much, which you will then have to repay.

**In some situations, you may be fined or prosecuted if you don't tell us about any changes that affect your entitlement.**

**Changes we need to know about include:**

- Changes to your income or savings
- Someone moving into, or out of your household
- Changes to income or savings belonging to anyone in your household
- Moving home, or into a different room if you live in a shared property
- Changes to the amount of rent you pay

**Tell us about your changes:**

[leicester.gov.uk/changes](http://leicester.gov.uk/changes)

[housingbenefits@leicester.gov.uk](mailto:housingbenefits@leicester.gov.uk)

0116 454 1006

## 6 MESSAGES for Stage 2

As above except that the options given for contacting us will be updated according to how the customer portal will be used, and the Interact facility will be promoted for secure scanning of evidence.

## 7 CHANNELS

|   | Stage 1        | Stage 2              |
|---|----------------|----------------------|
| <b>LCC Website</b> <ul style="list-style-type: none"> <li>○ Quick links - pointing to 'Report a change of circumstances' page with an e-form. Update of myrb page to give quick link to 'Change of Circumstances' form.</li> <li>○ Contact Us page – add section titled 'Report a change of circumstance'</li> </ul>  | <br>✓<br><br>✓ | <br><br><br>✓        |
| <b>LCC Managed Social Media Sites</b> <ul style="list-style-type: none"> <li>○ LCC FB &amp; Twitter</li> </ul>  | ✓              | ✓                    |
| <b>Printed Materials</b> <ul style="list-style-type: none"> <li>○ B0 posters for customer service centre (repeated fortnightly slots would be booked)</li> <li>○ A3 posters for LCC locations</li> <li>○ Posters at Haymarket Bus Station (repeated slots would be booked)</li> <li>○ A5 flyer for LCC locations/CSC staff</li> </ul>   | <br><br><br>✓  | <br>✓<br>✓<br>✓<br>✓ |
| <b>Advertising</b> <ul style="list-style-type: none"> <li>○ Slide for AV screens at CSC</li> <li>○ Bus adverts (headliners inside buses or large adverts on back)</li> <li>○ JCDecaux Bus stop posters in residential areas or city centre</li> <li>○ Advert in residents' e-bulletins/newsletters</li> </ul>   | ✓              | <br>✓<br>✓<br>✓<br>✓ |
| <b>Related Partner Channels (Citizen's Advice, credit union, money advice services, JobCentrePlus)</b><br>Information about our channels for people to report their changes and the main messages to disseminate via their <ul style="list-style-type: none"> <li>○ Websites</li> <li>○ Social media</li> <li>○ Newsletters</li> <li>○ e-bulletins</li> <li>○ AV screens</li> </ul> |                | ✓                    |

## 8 DESIGN IDEAS

A set of posters and artwork for bus adverts, AV screens, web banner and social media posts will use familiar Leicester backgrounds. Younger working age male, and female are identified as key audiences for Stage 1 of campaign, but the full coverage of 6 scenarios will feature people representing a cross-section of Leicester residents. Two members of staff have agreed to model for photographs.

Examples of scenarios to be used on posters, flyers and social media posts:

### Curve exterior shot. Person texting

Soz mate, can't make it, working extra hours this week...

### Outside City Hall

Whooo! Got the job! Staying in town to celebrate? xx

### By Clock Tower

Baby boy (Samuel Peter); 9.28am; 7lb 2oz. Mum & baby doing well... V proud, Danny (aka Dad lol!)

### Outside Leicester Queen Elizabeth

Yasmin has just got unconditional offer at Manchester, BSc (Hons) in Maths, starts Oct!  
Gonna miss her ;(

### New flats on Riverside

Moved into new flat, house warming party, Friday...

### Outside DMH

We're moving in together Saturday, can't wait!

### Outside New Walk Museum

Dan has split with his girlfriend, he's moving back home...

### Mock up of a flyer

Soz mate, can't make it, working extra hours this week

**On benefits?**  
**Tell us your changes now!**  
**It's a criminal offence not to**

Tell us at [leicester.gov.uk/changes](http://leicester.gov.uk/changes)

Leicester City Council

Wages increased?  
Started work?  
Child Benefit ended?  
Someone's moved in?

If you receive Housing Benefit or Council Tax Reduction you **must tell us immediately** if your circumstances change.

If you do not tell us, you could miss out on money that you are entitled to receive or you could receive too much, which you will then have to repay.

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- Changes to income or savings belonging to anyone in your household
- Moving home, or into a different room if you live in a shared property
- Changes to the amount of rent you pay

Tell us at [leicester.gov.uk/changes](http://leicester.gov.uk/changes)  
email [housingbenefits@leicester.gov.uk](mailto:housingbenefits@leicester.gov.uk)  
telephone **0116 454 1006**

A5 flyer front

flyer back

## 9 TIME FRAME and ACTIONS

| Stage 1                   | Action  | Responsibility   |
|---------------------------|---|--|
| April 2016                | Approval of text and design ideas.  | Kathryn Ellis, James Rattenberry,                                      |
|                           | Design and user-test online contact form  | Jonathan Lau   |
|                           | B0 CSC poster slot booked.  | Sarah Bywater  |
| May 2016                  | Photography for two scenarios   | Caroline Welch/Ian Davis – models: David Russell, Kate Hewitt          |
|                           | Request for design work to produce 2x A5 flyers featuring two scenarios, 2x social media posts, web banner image and 2 AV screen slides.                                  | Caroline Welch/Comms and marketing team                                |
|                           | Create new Change of Circumstances page and add form. Update other web pages to include clear signposting to Change of Circumstances page. Web banner added to home page. | David Doherty/Web content team   |
|                           | Printing and distribution of flyers, AV screen slides to CSC  | Caroline Welch/Comms and marketing team                                |
|                           | Social media posts scheduled for end May/June, using 2 scenarios  | Caroline Welch/Comms and marketing<br>Ian Gallagher/Digital media team |
| Stage 2                   | Action  | Responsibility   |
| Summer 2016 – Spring 2017 | Additional scenarios added to suite of materials. Text on materials updated to signpost to new customer portal, flyer amendments, create A3 and B0 poster.                | Caroline Welch/Comms and marketing team                                |
|                           | Info for partners and bus, city centre, or neighbourhood advertising planned in conjunction with other Channel Shift/CRM campaigns  |  |

## 10 ANTICIPATED COSTS

| Anticipated costs to consider |  |
|-------------------------------|--|
| Design costs                  | Simple design work tends to start at around £100 per item, but sums are added on for major alterations at proofing stage. Work requiring new photography |

|                                      |   |
|--------------------------------------|---|
|                                      | <p>rather than stock images or existing LCC photos would be more costly.</p> <p>Two poster/flyer designs have already been produced which will be charged for.</p>  |
| Bus vehicle and bus stop advertising | <p>The prices can vary seasonally, and we can get offers, so it would be helpful to pick up on these when available if the campaign does not have a time limit.</p> <p>Should work on getting bus adverts at the point when the new online channel is secure.</p> |

| Estimate of overall costs  |  |
|--|--|
| <p>Initial campaign</p> <p>£500</p>  | <ul style="list-style-type: none"> <li>• Photography and graphic design for Web banner, 2 items for social media posts, 2 items for AV slides (assuming there are no external artwork costs)</li> <li>• Web page creation and e-form creation</li> <li>• Design printing and distribution of A5 Flyers</li> <li>• Artwork costs already incurred</li> </ul>  |
| <p>Summer onwards (possibly incorporated into Channel Shift)</p> <p>Up to £5,000</p> | <ul style="list-style-type: none"> <li>• A campaign of bus stop posters on a bus route or a campaign of bus advertising using 6 designs</li> <li>• Design and printing B0 posters for CSC</li> <li>• Haymarket Bus station posters</li> <li>• Adverts in residents' e-newsletters</li> <li>• A3 posters for LCC locations</li> <li>• A5 flyers updated x 2 designs</li> <li>• B0 poster x 2 designs</li> </ul> |

## 11 EVALUATION

| To know about:                                      | Method   |
|---|--|
| Supply and distribution of information resources    | Spot checks, phone calls, customer feedback via LCC channels   |
| Public awareness and understanding of key messages  | Customer feedback via LCC channels. Feedback from partners. Monitor social media posts, Customer services feedback/complaints. Monitoring press and news media stories |
| Repayments due being paid/reduction in legal action | Monitor data for repayments against figures expected, and numbers of cases being progressed against figures expected   |