
Report to CLACKMANNANSHIRE COUNCIL

Date of Meeting: 24th October 2013

Subject: Corporate Communication and Marketing Strategy 2013-2017

Report by: Head of Strategy and Customer Services

1.0 Purpose

- 1.1. The purpose of this report is to seek Council approval for the Corporate Communication and Marketing Strategy 2013-2017.

2.0 Recommendations

- 2.1. It is recommended that Council:
- a) approves the Corporate Communications & Marketing Strategy 2013-2017

3.0 Considerations

- 3.1. Over the life of the previous Corporate Communications and Marketing Strategy significant improvements have been made in the way that the Council manages its Communications. Improvements including the development of Clacksweb, the introduction of Grapevine, VIEW, CONNECT, Social Media and a full refresh of our Corporate visual identity, have been implemented.
- 3.2. This strategy looks to build on that work, whilst recognising that the Council must continue to adapt and develop along with the needs of customers, staff, partners and other stakeholders. New ways of working and new developments and technology require flexible, adaptable and nimble approaches in communications.
- 3.3. The strategy aims to provide a focus on how we will develop and communicate our brand 'Making Clackmannanshire Better' locally, regionally and nationally recognising the opportunities in Clackmannanshire for encouraging more people to do business, live in and visit Clackmannanshire. This strategy recognises that through developing and building a strong, embedded culture of better communication at all levels throughout our organisation, we can successfully communicate and market our vision, priorities, successes and achievements.

- 3.4. The Corporate Communications and Marketing Strategy has identified three overarching aims:
- Ensuring that our Digital Communications develop in line with technology and our customers needs.
 - Ensuring that our Internal Communications are effective and valued by our People;
 - Ensuring that our External Communications are effective and responsive to our customers needs;
- 3.5. The Corporate Communications and Marketing Strategy, which has been developed through cross service collaboration, also identifies 3 overarching outcomes that the Council wants to achieve. These are;
- Improved communication with our people, partners, customers and stakeholders making the best use of latest technology;
 - A strong brand which is consistently communicated and recognised by our people, partners, customers and stakeholders;
 - Marketing strategies which raise the profile of Clackmannanshire and which encourage more people to do business in Clackmannanshire, visit Clackmannanshire and live in Clackmannanshire.

4.0 Sustainability Implications

- 4.1. There are no direct implications arising from this report..

5.0 Resource Implications

- 5.1. There are no unbudgeted financial or staffing resources arising from this strategy.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses ☒
 Our communities are more cohesive and inclusive ☐

- People are better skilled, trained and ready for learning and employment ☐
- Our communities are safer ☐
- Vulnerable people and families are supported ☐
- Substance misuse and its effects are reduced ☐
- Health is improving and health inequalities are reducing ☐
- The environment is protected and enhanced for all ☐
- The Council is effective, efficient and recognised for excellence ☒

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☒ No ☐

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 - Draft Corporate Communications and Marketing Strategy 2013/17.

11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below) No ☒

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy and Customer Services	Signature: S Crickmar
Nikki Bridle	Director Finance and Corporate Services	Signed: N Bridle

Making Clackmannanshire Better



**Clackmannanshire
Council**

www.clacksweb.org.uk

**Draft Corporate
Communications
& Marketing
Strategy
2013-2017**

Better Services

Better Opportunities

Better Communities

Contents

Foreword	1
Introduction	1
Context	2
Mission, Objectives and Aims	3
Internal Communications	4
External Communications	6
Digital Communications	9
Appendix 1 - Summary of Key Objectives	11

Foreword

Better communication provides the foundation of the work of the entire Council and its partners working in Clackmannanshire. Better communication ensures our people, partners, communities and stakeholders (including elected members) understand what Clackmannanshire Council does and why. Achieving Clackmannanshire Council's corporate vision and priorities requires effective communication.

By increasing understanding amongst our various audiences of our priorities, services and performance, we can build and improve our reputation and corporate brand locally, regionally and nationally. Through strong and effective communication we can promote Clackmannanshire as a destination; a place to do business, an attractive place to visit, and a safe place to live where quality of life is high. How we promote Clackmannanshire as a destination can create economic and social benefits through attracting new businesses and employment and creating stronger and more resilient communities. Through developing and building a strong, embedded culture of better communication at all levels throughout our organisation, we can successfully communicate and market our vision, priorities, successes and achievements.

This Corporate Communications and Marketing Strategy (2013-2017) sets out how Clackmannanshire Council will drive better communication throughout the organisation and with its partners, communities and stakeholders ensuring a commitment to continuous improvement.

Through implementing this strategy the Council wants to achieve:

- ◆ Improved communication making the best use of latest technology;
- ◆ A strong brand which is consistently communicated and recognised;
- ◆ Marketing strategies which raise the profile of Clackmannanshire and which encourage more people to do business in Clackmannanshire, visit Clackmannanshire and live in Clackmannanshire.

Elaine McPherson,
Chief Executive

October 2013

Introduction

Clackmannanshire Council has clearly set out its vision in its Corporate Plan (2012-2017) for 'Taking Clackmannanshire Forward' through achieving:

- ◆ Better Services
- ◆ Better Opportunities
- ◆ Better Communities

The Council has a number of key corporate strategies in place to guide how we achieve our corporate priorities. These strategies complement one another, and promote an organisation-wide strategic approach in delivering positive outcomes for our customers and communities. This strategy is therefore closely aligned with the Council's other corporate strategies as well as the Council's business improvement programme 'Making Clackmannanshire Better' and Clackmannanshire's Single Outcome Agreement for 2013-2023 which sets out our vision for Clackmannanshire's communities.

Purpose

The overall purpose of our Communications and Marketing Strategy is to:

- ◆ Enable the Council to achieve its corporate vision through effective communication;
- ◆ Identify a clear vision for achieving better communication;
- ◆ Promote Clackmannanshire as a destination; a place to do business, a place to visit and a place to live where the quality of life is high.

Context

How the Council communicates is changing. New developments and technology require flexible, adaptable and new approaches to communicating with our key audience. Traditional media, has in recent years, lost its monopoly on news - our 24 hour news environment is now more on demand and is often consumed digitally and on the move through hand-held devices.

The last few years has also seen the democratisation of the media – anyone with a computer and an opinion can now be a media owner or publisher. Millions of people now act as online commentators, creating their own news and broadcasting their personal opinions (about individuals, companies and organisations), comments and views in real time. And this information can be accessed instantaneously by anyone via the internet. Unlike traditional media, online media is largely unregulated and uncontrolled.

Added to this, local government's diminishing resources and growing demand for services mean that we are predicting substantial funding gaps over the next five years. The Council is rising to that challenge and is finding many new ways of doing more with less, which means new ways of working for our people, and new ways of delivering services for our customers, which in turn brings further communication challenges.

These technological and societal changes are having a far-reaching impact on the communications discipline and are presenting huge challenges, as well as opportunities. Every aspect of how, when and where we share and consume information is being impacted.

The Council and our partners have a broad range of customers and stakeholders, and we need to adapt and target our approaches to ensure our communications are as effective as they can be. This requires approaches which are flexible, innovative and responsive to our customers' needs, whether they are local residents, elected members, employees, potential visitors to Clackmannanshire, or the media. This strategy aims to demonstrate how as an organisation we understand our customer insight and how we will respond to our customers' evolving needs over the next five years.



Mission, Objectives and Aims

Mission

Effectively communicate and promote our corporate vision 'Making Clackmannanshire Better' to all our stakeholders.

Objectives

Operating within this challenging context, our Communications and Marketing strategy aims to enable the Council to deliver better communications and ensure that our key messages are clearly communicated, both internally and externally. Consistently developing, managing, protecting and communicating our corporate brand, both internally and externally is key to achieving and promoting our corporate vision in 'Making Clackmannanshire Better'.

'We need to ensure that we engage effectively with our people, partners, communities and stakeholders so they have the information they need to understand and influence decisions about how we deliver services in Clackmannanshire'.

To achieve this overall objective we need to:

- ◆ ensure effective communication on the actions and decisions taken by the Council, clearly demonstrate how our people, partners, customers' and stakeholders' views have been taken into account;
- ◆ ensure that the Council and our partners' communication channels are aligned for maximum impact and we are collectively listening and responding to our customer's needs;
- ◆ manage, promote, market and protect a clear brand identity for the Council under the Council's corporate vision 'Making Clackmannanshire Better';
- ◆ ensure that the Council's brand, vision and priorities and achievements are communicated systematically;

- ◆ provide relevant, useful, informative, timely and accessible information about Council services in a format suitable to the audience, so that customers find it easy to participate in and influence the Council's decisions, at a level they feel comfortable with;
- ◆ promote and market Clackmannanshire as an attractive place to work, live and visit;
- ◆ ensure that our people have the information they require to do their jobs and feel valued and engaged in achieving our corporate vision and delivering our corporate priorities;
- ◆ ensure that our leaders and managers have the appropriate skills and support to be better communicators.

Aims

This Communications and Marketing Strategy identifies three overarching aims which provide the focus of this strategy. These overarching aims are to:

- ◆ Ensure our internal communications approaches and channels are highly effective and valued by our people;
- ◆ Ensure our external communications and marketing approaches and channels are highly effective and responsive to our partners, stakeholders' and customers' needs;
- ◆ Ensure our digital communications develop in line with advancing technology and customer needs, both internally and externally.

Internal Communications

Aim - Ensure our internal communications approaches and channels are highly effective and valued by our people.

Our people play a crucial role in promoting our reputation and brand. Whether they are frontline staff or officers representing the Council externally, the way they behave and how they talk about the Council can have a huge impact both on internal and external perceptions. Successful delivery of our corporate priorities relies on a strong, embedded culture of better communication and effective engagement at all levels throughout the Council. Better, and consistently deployed, internal communication and engagement ensures that our people are positive ambassadors of our corporate brand.

Our intelligence demonstrates year on year improvements in the way that the Council communicates with its people. There is, however, work to be done in consistently deploying our communications approaches across the Council and at all levels of the organisation. We know from our customer insight that our internal communications need to be better planned and co-ordinated, honest, clear and concise, consistent, timely and relevant. This has been factored into one of the work-streams within the 'Making Clackmannanshire Better' programme.

There are key areas where we recognise that we need to improve our approaches, and deployment of approaches, in relation to internal communications. These key areas are:

Strong, consistent and visible leaders

Strong, consistent and visible leaders are key to ensuring a strong embedded culture of communication and engagement and in creating a positive organisational culture. Strong leadership articulates and represents the values of an organisation, promotes consistent use of the corporate brand and promotes and protects a positive reputation for the Council. Ensuring that our leaders have the appropriate skills and support to lead a positive communication culture is key in achieving our corporate vision and priorities.



Communicating and managing change

Better communication is integral for managing and implementing change effectively. To gain understanding and acceptance of any change, we must communicate appropriately at every stage of the change process. Our people are key in delivering change and transformational change. Their input is essential in ensuring that change is viable, positive and effective. Through deployment of our corporate communications approaches, high profile communications campaigns supporting our business improvement programme, 'Making Clackmannanshire Better', are necessary.

Communication channels

How we communicate internally, and ensuring that we develop effective internal communications channels are key to delivering the aims and objectives set out in this strategy. Developing strong internal communications require strong leadership, but also mechanisms which facilitate two way communication which listens to and responds to our people. Ensuring channels such as CONNECT and Grapevine are fit for purpose, effective and provide value for money is essential. Developing further channels to support internal communication is also important, particularly in line with the People Strategy and new ways of working that will develop through 'Making Clackmannanshire Better'. Through deployment of this strategy new channels such as focus groups, blogs and interactive social business tools will be developed, piloted and evaluated.

Celebrating success

Celebrating our achievement and success is important to our people. Ensuring that our culture recognises achievement, success and hard work of our people is an important element of how we engage. Our internal employee awards scheme will be refreshed and rebranded to ensure corporate consistency and widely promoted and communicated to our people. A culture of acknowledging and learning from our errors, goes hand-in-hand with this. The Council has a positive track record of achieving national awards and recognition, and we will continue to use these to promote and market our achievements and success - both in Clackmannanshire and elsewhere.



This strategy identifies a number of action areas for improving how we communicate internally:

Internal Communications - Objectives

- ◆ Ensure that the Council's corporate vision and priorities are systematically communicated to all employees;
- ◆ Ensure that the Council's brand 'Making Clackmannanshire Better' is communicated consistently in all key internal documents;
- ◆ In line with the People Strategy, put in place a programme to ensure that our leaders have the necessary behavioural, technical and managerial competencies in communications;
- ◆ Ensure the design house style systematically promotes the corporate brand and vision;
- ◆ Ensure that we celebrate and communicate success through refreshing and re-branding our internal people awards in line with the People Strategy;
- ◆ Pilot new innovative internal communications channels to support a culture of strong, consistent and visible leaders;
- ◆ Roll out a programme of media training for senior managers and elected members.

Performance

We will measure impact of our internal communications approached through established measures in our employee survey.

External Communications

Aim - Ensure our external communications and marketing approaches and channels are highly effective and responsive to our partners', stakeholders' and customers' needs

Clackmannanshire Council is a complex organisation that delivers a range of diverse services, directly and in partnership, to many different groups of people and individuals. How we communicate, engage, inform and consult with these various stakeholders determines how we deliver our priorities and how we show how we are performing as an organisation. Our reputation, as a service provider, as an employer and as a county, is shaped as much by our ability to communicate as it is by the actual quality of the services we provide.

How we improve, manage and protect our reputation and brand is driven by two major factors: the quality of service our customers receive and whether they feel the Council is honest and competent in delivering services for our communities. Building and developing trust with our customers, stakeholders and partners is key to managing and protecting our brand. Listening to the views, opinions and feedback from our customers and responding honestly and with transparency is crucial in maintaining and developing trust.

Our intelligence demonstrates that we are improving year on year how we engage and communicate with our customers. We have consistently high levels of residents' satisfaction with how we deliver services; indeed we are top-performing in Scotland for a number of services. We recognise and identify a number of areas for improvement however, particularly in consistently managing and deploying our approaches in building, developing and protecting our corporate brand and vision.

Listening to our customers, stakeholders and partners, however, is more important now than ever before. With reducing public sector budgets, and the Council revising what and how we are delivering services, engaging, communicating, listening and consulting with our communities to get their feedback is crucial. Ensuring that we have the right external communication channels which facilitate two-way sharing of information, thoughts and opinions, and that they are consistently used across the Council is a key challenge in this strategy.

The accessibility of our external communications channels is more important than ever before. We are seeing significant jumps year on year with people using digital media to contact the Council and to receive information and services. Use of online services and mobile technology is increasing, and our customers expect fast pro-active and reactive communication with the Council through our social media channels. Whilst use of digital media is increasing, the Council also recognises that other customers wish to access information and services via other offline, traditional channels of communications.



This strategy identifies a number of key areas where we recognise that we need to improve our approaches. These are:

Reputation and branding

Managing and protecting our corporate reputation and brand is a key driver of public satisfaction with the Council. Our corporate brand and vision is 'Making Clackmannanshire Better' - creating better services, better opportunities and better communities. Managing and protecting our corporate reputation and brand relies on well planned, co-ordinated and consistent communications approaches. Ensuring a strong and embedded culture of better communication, driven by our leaders is key. Well planned, consistent campaigns which are integrated where appropriate will ensure clear messages are communicated which provide high impact and provide value for money.

A brand is much more than just our logo; it has three main elements: the corporate identity, the way in which the organisation behaves, and its performance. Ensuring corporate branding, from vehicles and buildings, to use of bus shelter advertising and electronic screens in public areas of our buildings is key to marketing, promoting and communicating our priorities, achievements and success. Managing and protecting our corporate brand helps maintain trust and provides assurance to our people, customers, partners and stakeholders that we are delivering the best services for the people of Clackmannanshire.

Engagement and consultation

We will continue to improve the way in which the Council communicates, engages, informs and consults with our people, partners, communities and stakeholders on how local services are shaped and delivered. Through better planned and co-ordinated approaches, such as those being piloted through 'Making Clackmannanshire Better', we will ensure that we are engaging with communities in an honest and transparent way which will encourage two-way communication. Ensuring that we have in place flexible, adaptable and accessible approaches with our communities and customers is key to improving how we engage, listen and respond. Ensuring consistent leadership and deployment of corporate strategies is a key challenge set out in this strategy.

Marketing and profile

How we promote and market the Council to external markets - regional, national and private sectors - is an important element of managing our corporate brand. How we promote and market Clackmannanshire as a place to live, work and visit is an essential part of securing the improvements set out in our corporate vision - to provide better services, better opportunities and better communities. Marketing our strengths and opportunities is also an important element of securing the improved outcomes set out in our Single Outcome Agreement and achieving our vision for economic and community regeneration and growth.

We will raise the profile of Clackmannanshire through targeted media and marketing campaigns which will promote the Council, our partners and Clackmannanshire as an attractive area in which to live, work and to visit. Through working with our partners we will develop innovative campaigns to promote and market our strengths. Through promoting our performance, achievements and success we will raise our profile with regional, national and private sectors as a Council with high ambitions and innovative and better services.

We will maximise opportunities for promoting and marketing Clackmannanshire through 'Making Clackmannanshire Better'. We will also take full advantage of forthcoming major national events including the Commonwealth Games, the Queen's Baton Relay, Homecoming Scotland 2014 and Ryder Cup, linking into associated milestones and events. We will also ensure that major local events in the Council's calendar such as the move to Kilncraigs and the opening of the Speirs Centre are promoted at an appropriate level.

Emergency communications

Clackmannanshire Council is widely regarded as having strong partnership working relationships, and these are never more important than when responding to local emergencies. Emergency communications requires fast, flexible, accurate, informative, resilient and co-ordinated communications to be delivered across a range of public information channels in the event of emergencies. We will continue to work with our partners to ensure that we are providing effective communication in the event of local incidents and emergencies.

This strategy identifies a number of action areas for improving how we communicate externally:

External Communications - Objectives

- ◆ Develop a brand marketing strategy which will promote Clackmannanshire and the Council as a place to live work and visit making best use of current partnership resources.
- ◆ Develop an annual events marketing strategy to promote Clackmannanshire and take full advantage of national events and their legacies in 2014 and thereafter.
- ◆ Put in place innovative communications channels to promote our achievements, success and performance (and that of our partners) to local, regional, national and private sectors making best use of nationally recognised award schemes;
- ◆ Develop our customer information interfaces making best use of latest technology;
- ◆ Ensure our 'out of hours' and '24 hour emergency' communications services are resilient and fit for purpose.

Performance

We will measure impact of our external communications approaches through Clacks 1000 citizens panel; achievement of external awards and recognition and evaluation of campaigns and approaches.

MAKE A LOCAL CHAMPION
FEEL LIKE A COMMONWEALTH CHAMPION

PASS THE BATON



Digital Communications

Aim - Ensure our digital communications develop in line with advancing technology and customer needs, both internally and externally

Digital media and communications is vital to modern public service delivery. The shift to online activity, popularity of social media and mobile technology, requires a matching shift in emphasis within the Council to engage with our customers in this way. Developing in line with technological advances is essential in managing our corporate brand - as new digital media provides new customer capabilities, our services must follow.

Improvements in the way that public services are using digital technology have been significant in recent years. More services and information are now being delivered through electronic means, and more people want to access service delivery through an online interface. The capabilities of mobile technology also mean that our customers expect fast information through online media, social media and through services such as SMS messaging.

There are key areas where we recognise opportunities in developing our approaches to digital communications. These are:

Mobile web access

As web and digital capabilities evolve, we need to make sure that we stay up-to-date with the technology people are using to access Council information. Currently, around 25% of visits to ClacksWeb are made using mobile technology. We will, therefore, develop solutions around mobile web access for our top activities, as well as android and iOS web apps for our online services.

Social media

We will continue to develop communications using social media models and channels, both at a corporate level, but also to support communication for services and projects. We recognise that social media as a communications tools provides significant opportunities for the Council in managing the corporate brand and in promoting our achievements and success. Social media also provides opportunities for engaging and diverting customers to other channels of communication. Social media also enables the Council to listen and respond to the needs of our customers.

Digital communications and marketing

Marketing tools such as QR codes (Quick Response codes) are recognised as efficient ways of marketing and promoting information - particularly across national and private sectors. QR codes are scanned using Smart devices which then link the scanner to a website containing information. QR codes can be used in local and national print, and are an innovative, efficient way of routing a reader to a host information site. We are currently piloting the use of QR codes for improving our digital communications and marketing.

Webcasting

Webcasting provides online access to democratic discussions and the way in which decisions are made at Council. Webcasting is a way of improving transparency, understanding and accountability of local decision-making. We will explore the options for providing live webcasting of main Council and committee meetings as a means of improving internal and external communication.

Media & press office

We will develop an online service to manage media enquiries which will ensure that our media function is more efficient and consistent in responding to routine inquiries from the media. The online service will enable media organisations to access a range of information relating to the Council and submit requests for information or interviews.

This strategy identifies a number of action areas for improving how we communicate digitally:

Digital Communications - Objectives

- ◆ Develop our mobile web access solutions (android and iOS), with the aim of responding to increasing use of online services and evaluate their impact and use;
- ◆ Pilot the use of Quick Response codes for marketing materials and evaluate their impact;
- ◆ Develop social media as a communications channel for managers, elected members and for corporate projects;
- ◆ Investigate opportunities for providing webcasting as a way of improving public access to the decision-making process;
- ◆ Develop an online press office function and ensure an efficient response to incoming media and press requests;
- ◆ Conduct a desk and peer review of digital technology and communication advances to ensure that the Council is up-to-date with digital developments.

Performance

We will measure impact of our digital communications approaches through our statistics on ClacksWeb, CONNECT and social media.



Appendix 1 - Summary of Key Objectives

Ensure our **internal communications** approaches and channels are highly effective and valued by our people.

Ensure that the Council's corporate vision and priorities are systematically communicated to all employees;

Ensure that the Council's brand 'Making Clackmannanshire Better' is communicated consistently in all key internal documents;

In line with the People Strategy, put in place a programme to ensure that our leaders have the necessary behavioural, technical and managerial competencies in communications;

Ensure the design house style systematically promotes the corporate brand and vision;

Ensure that we celebrate and communicate success through refreshing and re-branding our internal people awards in line with the People Strategy;

Pilot new innovative internal communications channels to support a culture of strong, consistent and visible leaders;

Roll out a programme of media training for senior managers and elected members.

Performance

Employee Survey.

Ensure our **external communications** and marketing approaches and channels are highly effective and responsive to our partners', stakeholders' and customers' needs

Develop a brand marketing strategy which will promote Clackmannanshire and the Council as a place to live work and visit making best use of current partnership resources.

Develop an annual events marketing strategy to promote Clackmannanshire and take full advantage of national events and their legacies in 2014 and thereafter.

Put in place innovative communications channels to promote our achievements, success and performance (and that of our partners) to local, regional, national and private sectors making best use of nationally recognised award schemes;

Develop our customer information interfaces making best use of latest technology;

Ensure our 'out of hours' and '24 hour emergency' communications services are resilient and fit for purpose.

Performance

Clacks 1000, external awards and recognition, evaluation of campaigns.

Ensure our **digital communications** develop in line with advancing technology and customer needs, both internally and externally.

Develop our mobile web access solutions (android and iOS), with the aim of increasing the use of online services and evaluate impact and use;
Pilot the use of Quick Response codes for marketing materials and evaluate their impact;
Develop social media as a communications channel for managers, elected members and for corporate projects;
Investigate opportunities for providing webcasting as a way of improving public access to the decision-making process;
Develop an online press office function and ensure an efficient response to incoming media and press requests;
Conduct a desk and peer review of digital technology and communication advances to ensure that the Council is up-to-date with digital developments.

Performance

ClacksWeb, CONNECT, social media stats

