

MARKETING AND COMMUNICATIONS STRATEGIC FRAMEWORK

2021-2022



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Introduction

The aim of this framework is to tell the story of Warwickshire County Council's (WCC) place in the community and the county as we emerge from the global pandemic and move forward living with Covid-19.

It articulates how marketing and communications will support the delivery of the Council and Recovery plans.

The pandemic shone a light on many

things, not least the benefits of our staff working as one council and how working together with partners creates a whole that is greater than the sum of its parts ever could be.

We want to harness the learning, build on our community engagement and through a proactive voice rooted in authenticity, celebrate all we do to make Warwickshire the best it can be. Today, tomorrow, together.



Our big themes

We have several themed priorities for our work over the next 6-12 months. These are the high-profile and strategic ventures, as well as the projects, that bring us the greatest potential for opportunity or risk.

Covid-19 recovery

- Reinstatement
- Economic recovery, including through the Warwickshire Recovery Investment Fund and the Warwickshire Property Development Group
- Education

Thriving and self-sustaining communities

- Tackling a range of inequalities, including health, food, digital, financial and race
- Child-friendly Warwickshire
- Starting with Strengths
- Harnessing the power of our communities
- Mental health and wellbeing
- Unemployment and skills
- Opportunities for young people

Climate change





- Establishing WCC's role in leading on the climate change agenda in Warwickshire
- Increasing the participation of residents, businesses and community groups in projects to reduce carbon emissions
- Enabling behaviour change across related services such as energy, active and sustainable travel, the natural environment and waste

High-performance

- Council Plan refresh and delivery
- Preparation and support for regulatory inspections, including Warwickshire Fire and Rescue, SEND and Children's Services
- New administration induction
- SEND change programme
- Staff mental health, wellbeing and reinstatement

Marketing and communication goals

For the council to achieve its goal of making Warwickshire the best it can be, sustainable now and for future generations, our communications goals are:

-  To protect the reputation and increase brand awareness of Warwickshire County Council as a trusted, impactful and high performing organisation, amongst our customers, residents, partners, stakeholders, members, staff and the wider sector.
-  To increase engagement with communities and use of data and insight so that services reflect need, barriers to access are overcome and best use is made of existing assets
-  To ensure council employees are well-informed and engaged and that the employee value proposition is embedded across recruitment and internal communications.
-  To make a strategic contribution to WCC's Recovery Plan, refreshed Council Plan and cross cutting initiatives.



Marketing and communication principles

Communications at WCC is a shared responsibility and every employee has a part to play in supporting and delivering effective communications. The following principles outline our collective approach to communications and are aligned with our values and behaviours framework.

We will:

- Speak and listen as one council, telling our story with pride and supporting employees to tell great stories about the organisation and Warwickshire that unite us under a common brand.
- Use our county-wide perspective to engage and create targeted communications for localised audiences, communities and stakeholder groups, through working in collaboration with our local district, borough, town and parish councils, faith and community groups, Warwickshire Police, NHS and other partners.
- Develop creative and impactful campaigns that deliver value for money to enable the council to achieve its objectives and that are underpinned by data, audience insight and behavioural science.
- Move with purpose and energy, so that negative reputational impact is minimised and all opportunities are taken to increase reputational capital from positive news.
- Involve the communications team in projects and initiatives at the earliest stage to ensure strategic decisions are influenced by communications at the right time and resources are focused on our priorities.



Strategy and action plan

Goal #1:

To protect the reputation and increase brand awareness of Warwickshire County Council as a trusted, impactful and high performing organisation, amongst our customers, residents, partners, stakeholders, members, staff and the wider sector.

Core activity	Strategy	Actions	Measurement / outcome
Brand and reputation	Brand Content-driven Thought-leadership	<ul style="list-style-type: none"> - Create and share a wide variety of timely and impactful content, celebrating and amplifying success, countering challenge and negativity where appropriate - Develop a refreshed narrative and lexicon to reflect the new Council Plan - Refresh the WCC brand style guide, corporate branded templates - Develop a national award strategy and action plan - Work in partnership with Assistant Directors to create thought leadership content - Build relationships with sector influencers - Amplify the impact of WCC member level decision making and support members to engage with their communities 	<p>Annual attitudinal surveys that measure awareness of WCC's vision and priorities</p> <ul style="list-style-type: none"> - Compliance with WCC brand style guide - National recognition - Positivity of coverage in media - Take up of material issued

Goal #2:

To increase engagement with communities and use of data and insight so that services reflect need, barriers to access are overcome and best use is made of existing assets

Core activity	Strategy	Actions	Measurement / outcome
Stakeholder engagement	Audience focused Collaborative partner work	<ul style="list-style-type: none"> - Identify, understand and curate the most appropriate communication channels for each audience - Review all content for accessibility - Reintroduce a Members communications pack and establish regular communications with town and parish councils - Use digital targeting to reach and engage with specific audiences - Work with partners and engage with local influencers, community and faith leaders to maximise our reach and impact - Contribute to the council's refreshed approach to community and resident engagement 	Annual attitudinal surveys that measure awareness of WCC's vision and priorities <ul style="list-style-type: none"> - Compliance with WCC brand style guide - National recognition - Positivity of coverage in media - Take up of material issued

Goal #3:

To ensure council employees are well-informed and engaged and that the employee value proposition (EVP) is embedded across recruitment and internal communications.

Core activity	Strategy	Actions	Measurement / outcome
Internal communications	High-performing internal comms	<ul style="list-style-type: none"> - Annual plan of content for key internal communications channels - Understanding, building and sharing the EVP - Supporting priority actions from the People Strategy - Supporting staff through recovery and reinstatement 	<ul style="list-style-type: none"> - Staff survey results - Engagement with corporate broadcasts - Audience reach and engagement of intranet and Working for Warwickshire

Goal #4:

To make a strategic contribution to WCC's Recovery Plan, refreshed Council Plan and cross cutting initiatives.

Core activity	Strategy	Actions	Measurement / outcome
Strategy and planning	Work at early and strategic stage with services	<ul style="list-style-type: none"> - Communications <u>activity mapped against Recovery Plan</u> - Amplifying government and local public health messaging to support local management of the Covid-19 pandemic - Agreed annual WCC communications delivery plan, produced with input from directorates and agreed by Corporate Board, with in-year refresh - Relaunch refreshed monthly reporting of key communications metrics (outputs and outcomes) - Develop proposals to deliver a consolidated communications budget from 2022/23 	<ul style="list-style-type: none"> - Annual survey of media contacts - Annual survey of staff and members

Core activity	Strategy	Actions	Measurement / outcome
High-performance	<p>Raise internal profile of WCC communications breadth of work</p> <p>Be a high-performing team through planning, efficiency and learning and development</p>	<ul style="list-style-type: none"> - Identify development priorities for the team and source appropriate training - Launch new intranet pages for the Marketing and Communications team - Establish a self-service route to some routine communications activities - Use monthly planning process to identify priorities and resources - Establish a library of WCC brand templates, photos and video content - Training in marketing and communication subjects for other members of staff - Create process maps and standard operating procedures for all key communications activities - Implement a process of quality assurance for all content (including the web) - Introduce and embed a new briefing and planning template (OASIS) for new projects and campaigns 	

Our channels

Owned media

The channels we create and control

- WCC website
- WCC YouTube channel
- WCC social media accounts
- Email marketing
- WCC intranet
- Working for Warwickshire
- Corporate broadcasts

Earned

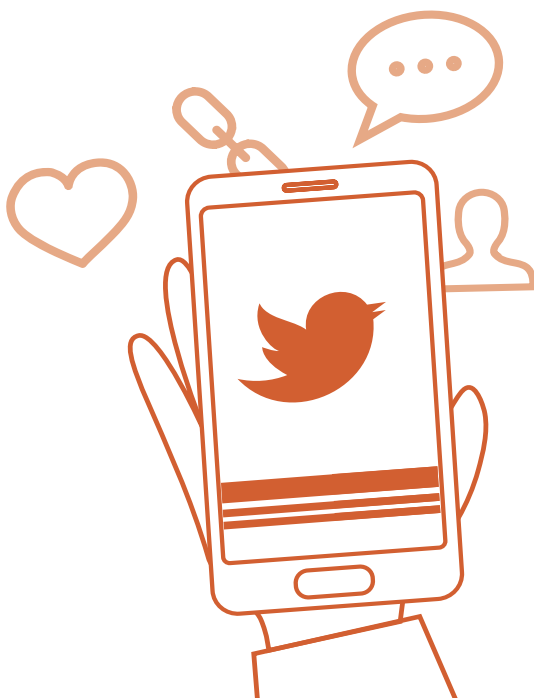
Our customers, the media and the public share our content or speak about our brand

- Word of mouth
- Regional media coverage
- National media coverage
- Trade media coverage
- Broadcast media coverage
- Social media content shared by others.

Paid

A third-party channel

- Broadcast advertising
- Out of home advertising
- Print and digital advertising
- Paid search



Monitoring, evaluation and review

We will share a monthly report on our campaigns and impact.

Our campaigns will be evaluated using the Government Communications Service evaluation grid, meaning that wherever possible, we will focus on inputs, outputs, outtakes and outcomes:

