

FOR PUBLICATION

CORPORATE BRANDING (R100)

MEETING:	1 CABINET. 2. LEADER AND EXECUTIVE MEMBER FOR REGENERATION
DATE:	1. 2 DECEMBER 2014 2. 24 NOVEMBER 2014
REPORT BY:	COMMUNICATIONS AND MARKETING MANAGER
WARD:	ALL
COMMUNITY FORUM:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	NO
BACKGROUND PAPERS:	Overview and Performance Scrutiny Forum project group review of external communications http://chesterfield.moderngov.co.uk/documents/s4870/Appendix%201.pdf
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1.0 **PURPOSE OF REPORT**

- 1.1 To share the outcomes of a project to refresh the council's corporate branding.

2.0 **RECOMMENDATIONS**

- 2.1 That the proposed corporate branding, examples of which can be seen in appendix 2, is adopted.
- 2.2 That all future publicity is approved by the communications and marketing service prior to publishing to ensure the correct branding is being used.

2.3 That this approval process includes ensuring the council's corporate branding is used where relevant procurement decisions are being taken (eg purchasing of signs or uniforms, to build a new facility or a contract to provide rubbish collection services)

3.0 **BACKGROUND**

3.1 On 29 July 2014 Cabinet accepted the recommendations of a cross party Overview and Performance Scrutiny Forum review report on external communications.

3.2 One of the key recommendations was that the council should *'adopt clear branding and a 'one council' approach' to its communications and marketing work'*.

3.3 As a result of this a project was begun to audit and refresh the council's corporate branding with five objectives:

- a) To provide effective and modern branding that can be used by income generating services to compete commercially.
- b) To produce a range of templates that will save time and money by removing the need to redesign posters and leaflets for small scale events and activities run by the council.
- c) To ensure residents and businesses know what services are provided by Chesterfield Borough Council and how they can contact the council about those services.
- d) To save time and money by reducing the number of calls that have to be redirected each year from members of the public who approach the council about services it doesn't provide eg redirecting queries about roads to Derbyshire County Council.
- e) To provide branding that can easily be used on digital communication channels, such as social media and websites.

3.4 Following a tender process Chesterfield-based branding and design agency Crush Design was appointed.

3.5 They were asked to:

- a) carry out an audit of the council's existing branding
- b) make recommendations on the future strategy for developing branding and communication messages including the development of a clear, visual identity
- c) and to produce a set of brand guidelines that would show how the branding would be used for the following:

- Websites/intranets/social media
- Leaflet and booklet templates
- Poster templates
- Advertising
- Vehicle livery
- Property signage (internal and external)
- Business cards
- Name badges
- Business stationery
- Banners (flying banners, pull up banners, street lamppost banners)
- Powerpoint presentation slides
- Uniforms
- Buildings (internal and external design)
- Partnership working

3.6 Although branding is often just associated with a logo, a brand actually brings together everything people see, hear and feel about an organisation.

3.7 It is made up of:

- Service delivery – how good the services provided for residents and businesses are

- Behaviour – how fairly and equally the council treats customers and staff and delivers on its promises
- A clear vision – communicating what the council stands for and its priorities.
- Values – the common attitudes and behaviours that council staff and members follow. How well this is achieved depends upon staff living up to the values they say they will.
- Key messages – what the council says about what it offers.
- Visual identity – the way the council identifies itself and its services to the public. This involves the consistent use of logos, colours and designs to easily identify services to the public.

3.8 The council's branding was last reviewed 40 years ago. While the council is successful in what it does it needs to have a modern image to promote income generating services and communicate to the public the services it offers.

4.0 **ISSUES TO CONSIDER**

4.1 Crush Design carried out an audit of the council's existing branding. This involved analysing the results of the Are You Being Served? residents' survey 2013 and going around the town recording how the visual identity of the brand is currently used. Some of their findings can be seen at appendix 1.

4.2 A series of focus groups were then held with members of the public, businesses and council staff to identify what services they associated with the council, what their perception of the council's image was and to establish what designs or imagery they associated the council with.

4.3 In addition one-to-one interviews were held with key internal stakeholders and Destination Chesterfield.

4.4 The key finding from the consultations was that the public did not clearly understand what the council does because it offers more than 50 separate services. As these are currently promoted individually using different styles and designs there

is too much information for the public to take in. As a result many residents are not aware that even key services like parks, theatres and sports centres are run by the council.

- 4.5 So instead, Crush Design is recommending that the council adopts five key messages in its communications. These are:
- a) **The future of Chesterfield – ‘planning a better Chesterfield’**. This focuses on promoting the role of the council to help plan the future development of the town.
 - b) **Improving the environment we live in – ‘a great environment to live’**. This brings together the council’s work to make the town better, such as street cleaning, providing parks and open spaces and rubbish collection and recycling.
 - c) **Improving the economy and employment prospects – ‘a place with good prospects’**. This reflects the council’s work to attract new companies to the area and help existing ones to expand so that more jobs are created, which in turn boosts the local economy.
 - d) **Providing great leisure and cultural facilities - ‘excellent facilities to enjoy’**. This covers the range of leisure and cultural facilities including the theatres, leisure centres, museum and other tourism related functions.
 - e) **Providing a housing service to meet local needs - ‘a secure place to live’**. This includes the council’s role as a landlord providing council homes but also the work to develop the private housing sector.
- 4.6 By promoting these key messages consistently the council will help simplify the message it communicates to the public.
- 4.7 To support the delivery of these messages Crush Design has created a new visual identity for the council that incorporates the Crooked Spire that has traditionally been a part of the council’s identity.
- 4.8 The new materials are particularly designed to work well for digital communications on websites, social media and e-newsletters.

- 4.9 Examples of the style of the proposed corporate branding can be seen at Appendix 2.
- 4.10 A key part of the production of the new visual identity is the creation of templates that staff can use to promote small scale events, such as walks in parks, without the need to get posters or leaflets designed. This will produce time and financial savings for the council.
- 4.11 A brand guidelines book is also being produced which will give instructions on how the branding should be used.
- 4.12 Chesterfield place brand – Destination Chesterfield
- 4.13 An issue that has been clear during the consultation events is a widespread misunderstanding about the difference between the council's brand and the place brand for Chesterfield produced by Destination Chesterfield.
- 4.14 While the council's brand has not changed since it was created 40 years ago Destination Chesterfield was formed in October 2010 to create a 'place brand' for Chesterfield.
- 4.15 A place brand is not the brand of any one organisation but seeks to promote the whole town to potential visitors and also inward investors.
- 4.16 This place brand, called Destination Chesterfield, is used on entry points to the town and also on all economic development work in the Chesterfield. Part of this work involved replacing the entry signs to the town.
- 4.17 The council's branding project will not duplicate any of this work by Destination Chesterfield.
- 4.18 Ensuring consistency of use
- 4.19 If the proposed corporate branding is adopted the key to its success will be how consistently it is applied.
- 4.20 To achieve this it is proposed that the communications and marketing service will approve future publicity materials and procurement contracts with branding elements before decisions are taken. This will ensure materials being published are in line with the new guidelines.

4.21 In addition, future contract negotiations will be expected to include clauses that ensure the council's branding is used when services are provided on behalf of the council.

5.0 **RISK MANAGEMENT**

Risks	Impact	Likelihood	Mitigating Action	Residual Impact	Residual Likelihood
Corporate branding not enforced allowing mixed messages to be communicated to the public	Medium	Possible	A system will be set up to ensure all communications activity is checked by the corporate communications team against the branding guidelines before being published	Low	Unlikely
Public confusion between the place brand for Chesterfield (Destination Chesterfield) and the council's branding	Medium	Highly likely	Communicate the difference between the two brands and explain why each is used.	Low	Possible
Criticism of the corporate branding expenditure	Medium	Likely	Explain the branding has not altered in 40 years and the invest to save nature of the project, with the branding helping generate new business for income generating services and saving on design costs. Explain the customer service requirement to help residents understand what services the council runs and who to contact about them.	Low	Possible

6.0 FINANCIAL IMPLICATIONS

- 6.1 The project to create the branding has cost £13,600, which has been met from the existing communications budget for Great Place, Great Service.
- 6.2 Due to the current financial climate the Great Place, Great Service executive board decided that costs associated with implementing the branding should be met from existing or planned budgets, with materials being replaced as and when they reach the end of their working life or when they need replacing anyway.
- 6.3 A workshop has been held with managers to establish immediate and medium term opportunities to adopt the proposed branding within existing budgets.
- 6.4 In addition to this, many applications of the branding can be applied without any further cost except staff time, such as using it on social media.

7.0 EQUALITIES IMPACT ASSESSMENT (EIA)

- 7.1 A full Equalities Impact Assessment has been carried out for the project and can be seen at appendix 3. It has identified several positive benefits to protected characteristics and no areas of concern.

8.0 RECOMMENDATIONS:

- 8.1 That the proposed corporate branding, examples of which can be seen in appendix 2, is adopted.
- 8.2 That the communications and marketing service should approve all future publicity prior to publishing to ensure the correct branding is being used and that it meets a communication need.
- 8.3 That this approval process includes ensuring the council's corporate branding is used where relevant procurement decisions are being taken (eg purchasing of signs or uniforms,

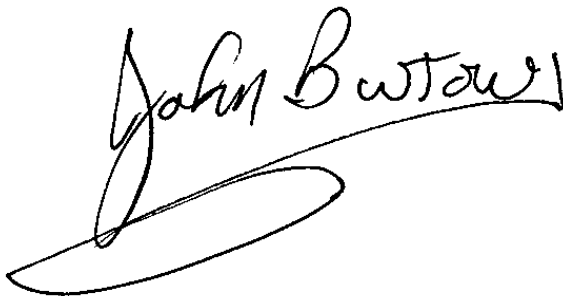
to build a new facility or a contract to provide rubbish collection services)

9.0 REASONS FOR RECOMMENDATIONS

- 9.1 To help deliver the council's corporate aim of 'making it easier for the public to contact us'.
- 9.2 To help improve public understanding of the council and its work by delivering consistent communication messages.

You can get more information about this report from John Fern on 01246 345245.

Officer recommendation supported

A handwritten signature in black ink that reads "John Burtow". The signature is written in a cursive style with a large, sweeping underline that loops back under the first part of the name.

Signed

Executive Member

Date 24.11.2014

Consultee Executive Member/Support Member comments (if applicable)/declaration of interests