



REPORT OF THE LEADER OF THE COUNCIL

COMMUNICATIONS AND MARKETING CAMPAIGN RESULTS 2012-13

Purpose of the Report

1. To report on the outcomes achieved by delivering communications and marketing campaigns in the last financial year, between April 2012 and March 2013.

Information and Advice

2. Since the centralisation of Communications and Marketing in April 2011, better results have been achieved with significantly reduced resources.
3. In April 2011 when centralisation took place, marketing budget for activity (non-staffing) was reduced by 70% from £1.3m to £385,000. The marketing budget has been further reduced and is £278,500 for 2013-14, which represents less than a penny (0.4p) per county resident (with the population estimated as 779,900 people in 2010).
4. Improved outcomes have been achieved through:
 - Marketing strategies with SMART objectives that directly support key business objectives and are clearly evaluated.
 - An audience approach (focussing on 5 key audiences rather than marketing 500 individual services).
 - Improved integration of marketing, digital, media and other channels (rather than a single, channel specific approach).
 - Quality advice (better strategies, tactics and joining up of promotional activity).
 - A consistent 'One Council' approach (control over communications and marketing activity has been achieved through centralisation and the establishment of council policies e.g. Corporate Identity, Social Media etc.).
5. After the Communications and Marketing service was centralised, CLT agreed that marketing resources should be prioritised according to the following criteria:
 - Strength of alignment with Strategic Plan objectives
 - Strength of alignment with national policy, statutory need and performance targets
 - Potential to save money, improve efficiency or generate income
 - Potential to protect or enhance the Council's reputation
 - Contribution communications and marketing can make to achieve the desired outcome

6. Following consultation with departments and by applying the above criteria, CLT agreed in August 2011 on twelve priority marketing 'campaigns' to support services. These were:
- Recruit adopters and fosterers
 - Reduce household waste and increase in-house energy saving
 - Promote independent living/avoidance of care
 - Increase use of library services and facilities
 - Increase use of bus services and reduce road congestion
 - Increase take-up of school meals
 - Promote road safety
 - Increase visits to country parks
 - Increase income for registration services
 - Increase use of community sports and arts/extra curricular education
 - Increase staff engagement in strategic change
 - Consult about council budget plans
7. In reality, some of these were treated as 'campaigns' (i.e. stand alone projects) and some involved regular and seasonal promotion. A variety of delivery methods were used to achieve communications and marketing targets in the twelve priority areas, to support these services to achieve their business objectives. This ranged from routine promotional activity such as updating web content and proactive media releases, to large scale marketing campaigns and projects which involved the whole Communications and Marketing team.
8. Please refer to [Appendix A](#) for summary of the headline outcomes achieved over the last financial year between April 2012 and March 2013, along with a variety of supporting case studies and evaluation reports on specific campaigns. Please note this only captures a sample of the total overall activity undertaken.
9. These reports clearly show that Communications and Marketing has achieved positive outcomes which have directly contributed to services achieving their business objectives. Through effective planning, implementation and evaluation of campaigns, the significant return on investment delivered by effective communications and marketing activity can now be reported to Policy Committee.
10. The learning from 2012-13 has been captured and will be used to inform future communications and marketing delivery. The Communications and Marketing team will be liaising with all relevant stakeholders to establish future Council priorities for communications and marketing activity. These will be captured in a future paper for submission to Policy Committee.
11. It is proposed that the priority criteria previously applied (listed in paragraph 5 above) will be applied to communications and marketing campaigns in 2013-14, but with a higher weighting on two of these criteria due to the financial challenges that the Council faces:
- Strength of potential to save money, improve efficiency or generate income
 - Potential to protect or enhance the Council's reputation

NB The words 'strength of' have been added in front of the potential to save money and generate income, to indicate that activity with the greatest return on investment will be prioritised.

Other Options Considered

n/a

Reason/s for Recommendation/s

n/a

Statutory and Policy Implications

12. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required

Equalities Implications

Equalities implications have been considered as part of compiling this report. As no negative impacts are anticipated on any protected group, an Equality Impact Assessment is not necessary at this stage.

RECOMMENDATIONS

- 1) Policy Committee notes the progress and outcomes achieved in marketing activity during 2012-13.

- 2) The criteria previously used to prioritise communications and marketing activity should be applied to campaigns in 2013-14, but with a higher weighting on two of the criteria (the strength of potential to save money, improve efficiency or generate income; and the potential to protect or enhance the Council's reputation).

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Leader of the Council

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Constitutional Comments [NAB 10/6/13]

The Committee has the authority to consider the matters set out in this report by virtue of its Terms of Reference.

Financial Comments [SEM 11/6/13]

There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Electoral Division(s) and Member(s) Affected

All