

**IMPLEMENTATION EXECUTIVE
10 DECEMBER 2008**

IMPLEMENTATION OF CORPORATE BRANDING

Executive Summary

This report requests the Implementation Executive to consider the options and priorities for implementing the corporate branding in the lead up to the launch of the new Council on 1 April 2009, and to approve the new corporate branding Style Guide.

Proposals

That the Implementation Executive agree:

- a) the branding priorities as set out in the Implementation Plan in Appendix A.
- b) to use local suppliers within the county, where possible, subject to meeting the appropriate procurement protocols.
- c) to commence implementation of the branding in January 2009 in order to ensure timely procurement on all county owned buildings and vehicles.
- d) to ask district councils to agree to the implementation of branding on district council owned vehicles and buildings from March 2009.
- e) to adopt the corporate branding Style Guide as set out in Appendix B as policy for the new council across all service areas to ensure the corporate brand is applied consistently.

*The following recommendations are also included
within the report for ease of reference:*

- f) to delegate authority to the Service Director, Policy, Research & Communication in consultation with the Leader of the Council to implement the corporate branding as set out in Appendix A and resolve any additional branding implementation issues.

g) Uniforms:

- i. that uniforms for front of house services be introduced for 1 April 2009 for those staff who currently are required to wear uniforms within their contracts.
- ii. to give staff within the County and Districts who are currently not required to wear uniforms the option to do so from 1 April 2009.

- iii. to start formal consultation and negotiations with the trade unions for staff in the County Council and District Councils who are not currently required to wear uniforms and who do not opt to do so, to enable the introduction of uniforms at an appropriate time in the future.

h) to introduce, where possible and to reduce wastage, the new branding for any new regulatory uniforms from January onwards ready for 1 April, including District Council uniforms where agreement can be reached within services.

i) that the approach on existing branding is endorsed and all authorities continue to adopt a pragmatic approach between now and 1 April.

j) to standardise all printed stationery for generic use across the new council to ensure consistency and ensure that plain English is adopted to improve customer information and reduce technical language and jargon wherever possible.

k) Publications and Leaflets:

- i. to continue to use all existing factual publications and leaflets after 1 April until a reprint is required. At this point, all reprints will be branded in line with the Style Guide.
- ii. to brand all new publications produced on behalf of the new council with the new council name from January 2009.

l) Staff Name Badges:

- i. to request HR to issue all staff name badges and “authority to enter” ID cards (excluding schools) for the new Council to ensure that all staff feel part of the new organisation and improve security for our staff and customers from Day One.
- ii. To issue those staff who have a requirement for a formal “authority to enter” ID Card additional cards and to produce these with the appropriate regulations quoted, containing the full name of the member of staff, contact number and signed by an appropriate officer to strengthen security to the public who may want to confirm the identity of officers visiting their homes or premises.

m) Signage:

- i. to adopt the protocol for dealing with signage as set out in the Style Guide and to standardise corporate signage across all customer facing buildings.
- ii. to replace internal signage to locate departments as office accommodation moves are completed.

n) to adopt the proposed naming conventions for customer access buildings as set out in the Style Guide and not to use North, South, East and West conventions to promote buildings externally.

o) to ask district councils to consider not applying existing branding to any new or replacement vehicles and to request that, where practical, County Council vehicles be rebranded with the new Council name and style from January onwards.

p) to review existing websites following 1 April to establish if they are still required and should be incorporated into the new Council's website.

q) to continue to use the existing Wiltshire County Council Crest for civic events only.

r) to request all contractors, when commissioned by the new council to provide services on its behalf, to brand the service appropriately, based on the level of investment by the new council. This should form part of our standard procurement practice in future and branding must form point of contract negotiations.

Reason for Proposals

It is vital that when the new council launches on 1 April 2009 it is visible and clearly promoted to local residents and stakeholders. To avoid customer confusion the new council needs to be clearly branded on its most prominent front facing customer points, communications and services.

Laurie Bell

Service Director, Policy, Research & Communications

IMPLEMENTATION OF CORPORATE BRANDING

1. Background

- 1.0 Wiltshire County Council agreed at its full Council meeting in September 2007 that the new council would be known as Wiltshire Council.
- 1.1 At the Implementation Executive in July 2008 it was reported that a revised branding Style Guide would be produced and that local people and staff from all five councils would be encouraged to participate in a competition to develop a new strap line.
- 1.2 The competition took place in September 2008 as part of awareness raising road shows. Over 500 entries were received. These were narrowed down to reflect the most popular and consistent choice of words representing what the new council would be like. The final shortlist was circulated to all Implementation Executive members following its meeting of 23 September 2008 for their comments and preferred choice.
- 1.3 The final decision, based on members' feedback, was reported to the Implementation Executive on 6 October 2008. The strap line selected was "Where Everybody Matters".
- 1.4 Following the IE meeting on 6 October 2008, a revised Wiltshire Council logo incorporating the new strap line has been designed in-house to minimise the cost.
- 1.5 A corporate branding Style Guide has also been produced to ensure that the new council branding is applied consistently and appropriately by 1 April 2009 on signage, livery, uniforms, stationery, promotional materials and publications so that our residents and stakeholders are aware when Wiltshire Council is the provider and/or funder of services.

2. Corporate Brand Style Guide

- 2.1 Currently brand management across the five authorities is treated very differently. Some adopt a relaxed approach to brand management allowing service departments to adapt their brand or produce their own brand versions. Other authorities adopt a corporate control to ensure it is used appropriately to project the council image and maximise awareness of service provision and the council to its customers.
- 2.2 The new council's corporate brand Style Guide sets out how the new brand will be managed. It has been produced taking into account best practice from the existing five authorities. Attached at Appendix B is a copy of the new Style Guide, setting out the approach that the communications team will corporately manage the brand.
- 2.3 There are some areas of the Style Guide which are currently being developed. These include livery, signage and uniforms. As these are agreed and signed off they will be included pictorially within the Style Guide for future reference.

3. Implementation of Branding

- 3.1 Whilst it would be ideal to have the new branding fully implemented from the outset of the new council, this would be expensive and resource intensive as it is a massive task. Therefore, a pragmatic approach, which is both cost-effective and manageable within the timescales available, is being recommended.
- 3.2 Key to this approach is identifying the priority areas that should be rebranded from day one of the new council. This is to ensure that those areas that have the highest visibility and provide maximum awareness of the new council are targeted and delivered.
- 3.3 The new council identity will be launched on 22 December 2008 marking the 100 days to the launch of the new council. The new brand will be visible to the public from January 2009 when a series of road shows will take place across the county.
- 3.4 Areas not branded as part of the implementation priorities for day 1 will form part of ongoing business as usual and will be the responsibility of individual service areas to replace at the appropriate time to minimise waste and allow services the opportunity to review and harmonise processes and procedures.

4. Timescale

- 4.1 The timescale for implementing the branding is set out in Appendix A. This is manageable and achievable within the short time remaining before 1st April 2009 if branding implementation commences in January 2009, particularly in relation to livery, uniforms and signage.
- 4.2 Any delay in agreeing the priorities and Style Guide, will impact on implementing the new council branding and having a visible identity by 1 April 2009.

Recommendation (f)

To delegate authority to the Service Director, Policy, Research & Communication in consultation with the Leader of the Council to implement the corporate branding as set out in Appendix A and resolve any additional branding implementation issues.

5. Branding Issues & Recommendations

- 5.1 **Front of House Services** (i.e. Receptions, Libraries, One Stop Shops etc)
Currently there is no agreed policy for uniforms for front of house staff. The existing situation is County Council and two of the four District Councils (West Wilts and Kennet) do not require uniform to be worn by their front of house staff and only provide Personal Protection Equipment to those officers who go out on site. Staff at North Wiltshire and Salisbury are required to wear uniform. The new Council provides an opportunity to consider whether front of house staff will be required to wear uniform and present a unified, consistent and easily identifiable look for the new council.

Recommendation (g)

That uniform for front of house services be introduced for 1 April 2009 for those staff who currently are required to wear uniforms within their contracts.

To give staff within the County and Districts who are currently not required to wear uniforms the option to do so from 1 April 2009.

To start formal consultation and negotiations with the trade unions for staff in the County Council and District Councils who are not currently required to wear uniforms and who do not opt to do so, to enable the introduction of uniforms at an appropriate time in the future.

5.2 Regulatory Uniforms

There are a number of regulatory uniforms worn throughout the County, these range from Parking Services Officers, Refuse Collectors, Leisure Centre staff, Highways etc. Negotiations with appropriate Service Heads are ongoing to discuss the introduction of the new logo to existing uniforms. Where services currently have a mixture of colours across the authorities these are being harmonised for 1 April 2009. New & replacement uniforms within the authorities will begin to be replaced from January 2009 onwards with the new branding ready for 1 April 2009.

Recommendation (h)

To introduce, where possible and to reduce wastage, the new branding for any new regulatory uniforms from January onwards ready for 1 April, including District Council uniforms where agreement can be reached within services.

5.3 Existing Branding

Each council is adopting a pragmatic approach to this and any items currently being ordered which will still be valid and used beyond 1 April are being ordered without existing or new branding on e.g. wheeled bins, recycling boxes etc.

Recommendation (i)

That the approach on existing branding is endorsed and all authorities continue to adopt a pragmatic approach between now and 1 April.

5.4 Corporate Stationery

New letterheads, compliment slips, business cards etc have been designed and produced for the new Council incorporating the new logo and strap line. These will be generic for the new Council to ensure a consistent image across all our services.

In line with "Plain English" guidance, letters will be de-cluttered of information, such as directors or service director names and will only contain service specific

information, such as address, department name, author's name, direct line or service specific phone number, email address. These principles will be included into service templates, which are used to print on to the new letterhead.

Recommendation (j)

To standardise all printed stationery for generic use across the new council to ensure consistency and ensure that plain English is adopted to improve customer information and reduce technical language and jargon wherever possible.

5.5 Publications/Leaflets

Currently, the five councils publish an array of publications and leaflets which provide useful information and guidance for customers i.e. planning handbooks, housing advice leaflets. Where information is factually correct within these publications, they will continue to be used with the existing branding and replaced as business as usual. Any publications, which are no longer valid from 1st April 2009 onwards, will be removed from circulation.

Printed media, such as publications and helpful guides, which do not have a natural shelf life, will be rebranded as stock is reordered to minimise waste and allow services the time to consider harmonisation of processes and procedures.

Where new publications or leaflets are being produced on behalf of the new council, they will be branded with the new council identity from January 2009, i.e. Elections, Council Tax, Spatial Planning.

Recommendation (k)

To continue to use all existing factual publications and leaflets after 1 April until a reprint is required. At this point, all reprints will be branded in line with the Style Guide.

To brand all new publications produced on behalf of the new council with the new council name from January 2009.

5.6 Staff Name Badges

Not all of the existing five councils have staff or member name badges. Only those who require access to office locations are issued with door security badges and/or staff name badges.

Badge issuing is done in a number of ways, either controlled through one source within an authority or by individual departments or teams or a combination of the two, particular those used to access land or buildings on Council business.

With the current focus on improved security in public sector organisations and to ensure consistency and control it is proposed that name badges are controlled in an appropriate manner in future and issued to all staff.

Human Resources have agreed to managing the issuing of name badges for the new Council from April 2009, this will ensure that there is only one data source to improve security and help with the identification of staff and members by the public on council business should they wish to ring the Council for verification.

To minimise waste and ensure maximum flexibility the name badges will be corporately branded on a plain plastic cards, which will contain a photograph, name and state if they are an employee or elected member. Door Access Cards will no longer be issued as staff name badges, as these have to be discarded as employees leave, move around the organisation or change their name, which is expensive.

Recommendation (l)

To request HR to issue all staff name badges and “authority to enter” ID cards (excluding schools) for the new council to ensure that all staff feel part of the new organisation and improve security for our staff and customers from day one.

To issue those staff who have a requirement for a formal “authority to enter” ID Card additional cards and to produce these with the appropriate regulations quoted, containing the full name of the member of staff, contact number and signed by an appropriate officer to strengthen security to the public who may want to confirm the identity of officers visiting their homes or premises.

5.7 Signage

Signage on the existing five council’s buildings is inconsistent. The Style Guide sets out what is required in relation to signage (excluding regulatory signage) to ensure they are standardised, corporate, clear and concise.

Recommendation (m)

To adopt the protocol for dealing with signage as set out in the Style Guide and to standardise corporate signage across all customer facing buildings.

To replace internal signage to locate departments as office accommodation moves are completed.

5.8 Naming Conventions

The new authority will have a number of offices which will provide services directly to customers. To standardise naming conventions across the sites, all buildings will now be known by the location e.g. “Wiltshire Council – Monkton Park Office”, “Wiltshire Council – Bradley Road Office”. This will ensure that our customers know where they are required to go when accessing a particular service. Internally North, South, East, West conventions e.g. “Wiltshire Council – Adult Care North Team” may still continue to be used by teams internally, if necessary, but this should not be applied to external signage.

Recommendation (n)

To adopt the proposed naming conventions for customer access buildings as set out in the Style Guide and not to use North, South, East and West conventions to promote buildings externally.

5.9 Livery

The existing five authorities adopt a variety of different options on their vehicles. The communications team is currently working with service areas to agree new corporate livery for all service specific vehicles. This will be implemented as set out in the Implementation Plan.

Recommendation (o)

To ask district councils to consider not applying existing branding to any new or replacement vehicles and to request that, where practical, County Council vehicles be rebranded with the new Council name and style from January onwards.

5.10 Websites / Sub Brand Websites

There are currently a number of websites and sub websites used across the five authorities. There is currently a project to develop the new website for Wiltshire Council, which will see all the relevant information from each of the existing sites incorporated for 1 April 2009.

After 1 April, sub websites will be reviewed by the Web Team with Service areas to see if they should closed down, incorporated into the new Council website or redesigned and branded.

Recommendation (p)

To undertake a review of existing websites following 1 April to establish if they are still required and should be incorporated into the new Council's website.

5.11 Crest – Bustard

There are currently five crests used by the current authorities. In a number of cases these are used for civic events only and do not form part of brand identity. Wiltshire Council will be a new organisation. Members will therefore need to determine if the existing County Council crest should continue to be used by the new Wiltshire Council or if a new crest should be commissioned.

Recommendation (q)

To continue to use the existing Wiltshire County Council Crest for civic events only.

5.12 Contractors

There are a number of contractors providing services on behalf of the existing five councils. Some of these services are branded as being provided on behalf of the existing councils, but some are not. A key opportunity is being missed to ensure the wider community is made aware of the services the council provides or funds.

Recommendation (r)

To request all contractors, when commissioned by the new council to provide services on its behalf, to brand the service appropriately, based on the level of investment by the new council. This should form part of our standard procurement practice in future and branding must form point of contract negotiations.

6. Financial Implications

- 6.1 A budget of £300,000 for implementation of the new brand has been allocated as part of the overall transition budget. This should enable the implementation of branding priorities as set out in the attached Appendix. Items shown “Business As Usual” will be funded by Service departments as part of managing ongoing business.

7. Risks

- 7.1 To minimise the risks and costs, there will need to be a phased implementation of branding between January and 1st April 2009. This is a massive programme of work within the current time limitations but is achievable if all of the existing councils work together to enable branding to be introduced at agreed times prior to 1 April 2009.
- 7.2 Some public facing buildings may not be branded in time for 1st April 2009, because of the need to gain appropriate advert and Listed Building consents from the respective local planning authorities. To minimise this risk, where possible, the same format and standard for signage will be used to across the county to help negotiations with planning officers.
- 7.3 To minimise the risks and ensure that priority areas can be branded in time for 1 April, it is proposed that where possible all customer front facing buildings and vehicles are branded from January 2009 onwards. This will also extend to district owned buildings and vehicles where agreement can be reached.