



Marketing and communications strategy

2024 – 2027

www.renfrewshire.gov.uk

Communication is one of the main levers Local Government has to affect change.

The Marketing and Communications Strategy to 2027

The Marketing and Communication Strategy sets out the priority brand, marketing and communications actions for the council term until 2027, informed by situation analysis, audience research and the council plan. This is underpinned by a service operating plan which sets out the communication values and principles and the strategies that combine to deliver our objectives:

- **Communication values**—open and honest.
- **Communication principles**—on-brand (tone of voice, accessible and inclusive), user-centred design, data driven, single point of truth, trusted message carriers, always demonstrating council values.
- **Integrated and related strategies**—media protocol, digital experience strategy, internal communications and engagement strategy, social media strategy and protocol, Renfrewshire’s event strategy and Renfrewshire’s place brand. And corporate and national strategies—civil contingency act, equality and diversity strategy and Gaelic language plan.
- **Operating model**—the service will manage the council brand, deliver public relations, support the council board process, provide communications advice to the council’s Chief Executive, senior leadership team and senior Elected Members, and will deliver design and production services. This will also include integrated communications support that links digital experience, internal communications and engagement and supports the delivery of community engagement and campaign design and delivery.

Aim of the strategy

Drive awareness of the council brand and demonstrate the council's ongoing progress to deliver the Council Plan (2023 to 2027)—to create a fairer Renfrewshire built on innovation, wellbeing and opportunity, and to promote opportunities for citizens to shape the services they need. This will require the development of marketing and communication activity that link to the council's priority themes:

- **Place**—working together to enhance wellbeing across communities.
- **Economy**—building an inclusive, green and resilient economy.
- **Fair**—nurturing bright, happy and healthy futures for all.
- **Green**—leading Renfrewshire to Net Zero.
- **Living our values**—making a difference together.

Strategy vision

People have a greater understanding of what the council is doing to improve Renfrewshire, their neighbourhood and local services and they feel well informed. They find it easy to get the information they are looking for and to access council services. There is a strong sense of the council's community leadership role, and residents feel confident and able to have a say in decisions that impact on them. There is an enhanced reputation and position of influence for Renfrewshire Council locally, regionally and on a range of national platforms.

Strategy objectives

- Inform all council stakeholders of our services, and our work to make Renfrewshire a better place to live, work, learn and have fun.
- Enhance the perception of transparency and accountability in council activities.
- Influence perceptions of Renfrewshire, locally, regionally and nationally.
- Encourage people to come and work at Renfrewshire Council.
- Engage our communities, partners, government, business and other stakeholders and encourage them to collaborate in shaping Renfrewshire's future.

We will do this by...

- Being on-brand across all channels and communications.
- Clearly explaining the council's policies and decisions.
- Delivering a new council website.
- Designing excellent content, based on user need and channel, and making information and correspondence accessible and helpful.
- Creating consistent and compelling messages that align with our objectives and resonate with our target audiences.
- Demonstrating the positive impact of services on people and communities and spotlighting the people who deliver those services.
- Ensuring council staff hear about council news directly from the council and are aware of the council's vision and values and how they contribute.
- Raising our profile within the public sector and other stakeholders throughout Scotland.
- Supporting and promoting public engagement—we asked, you said, we did.
- Using available data and insights to inform marketing and communication activity.
- Continually improving our free communication channels.

In delivering our objectives, we will achieve and contribute to the following six goals:

1. A recognisable and unified brand across all council services to stand as a mark of quality, trust, customer service and innovation.
2. Well-executed, well-planned, accessible and inclusive communications that reach all parts of the community.
3. Attracting talent to come and work with us.
4. A clear place leadership role (by genuinely engaging with and responding to residents).
5. Encouraging citizenship and protecting the interests of local people.
6. A good reputation and influence with all stakeholder groups.

Setting the scene

Growth of data, changes in media consumption, fragile public trust, new technology and changing resident expectations are creating new opportunities and challenges for local government marketing and communications.

Universally, trust in public institutions and government continues to decline, driven by:

- **Economic anxieties**—all-time low in the number of people who think their families will be better off in five years.
- **Institutional imbalance**—business, not government, is now the sole institution seen as competent and ethical.
- **Class divide**—people in the top quartile of income live in a different trust reality than those in the bottom quartile.
- **Search for the truth**—a shared media environment has given way to echo chambers with a complex and diverse communications landscape.

Locally, uncertainty exists about the role of the council and the services we deliver. People want relevant, personalised communication and to be able to shape and influence decisions that impact local services and their community.

Audience segmentation

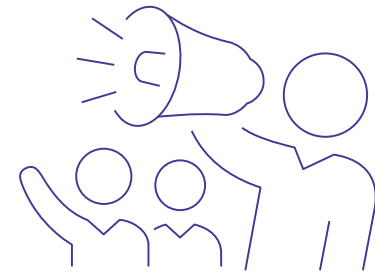
We have developed a needs-based audience segmentation framework model using life stages to help build on the insight gathered to better understand our audiences and how best we reach them.

Using ‘life-stages’ groupings for Renfrewshire citizens and communities helps us to make assumptions on which council services people are more likely to use and interact with. For example:

- A parent of school-age children will likely need to know about info relevant to schools and leisure facilities.
- A recent arrival to Renfrewshire may need to know about council tax or bin collections.
- A landowner/developer might look for info on the local development plan and planning process.

This provides us with a framework to develop a consistent approach to how we communicate with people. This framework will be used as a planning tool for communications and marketing activity and will be developed further in 2024.

We're in a great position to reach our audiences...

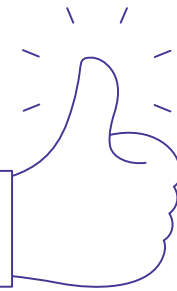


290m+

More than 290m combined opportunities to see and hear (OTSH) something about Renfrewshire Council

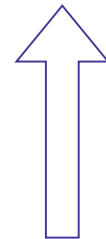
Our combined social following is

72,487



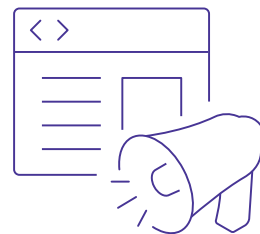
+5%

increase from March 2023



30k+

More than 30K people in Renfrewshire have signed up to our community newsletters



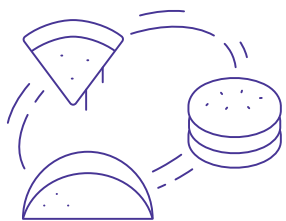
Renfrewshire Council is a member of 171 local community Facebook groups and are trusted to be our message carriers



90%

of employees found the staff info section of renfrewshire.gov.uk very helpful or helpful

We can reach audiences beyond Renfrewshire through our events programme.



7m+

Paisley Food and Drink Festival 2023
OTSH were more than 7 million (7,560,440)



19m+

Paisley Halloween Festival 2023
OTSH were more than 19 million (19,934,122)

We can reach people through a number of effective offline methods including posters, leaflets, letter drops and local publications.

Key messages

We have created consistent and compelling messages that align with our objectives and resonate with our target audiences. These are designed to highlight the benefits of Renfrewshire Council's services to the community. The messages have been informed by the council plan, emerging organisational and local priorities and resident insights gathered through focus groups and surveys:

- **Place** (council as a connector)—
we connect people, communities and partners to build a better Renfrewshire.
- **Place** (council as a landlord)—
we create great places to call home.
- **Economy** (council in economic development)—
we grow the talent to power future Renfrewshire.
- **Fair** (council as an education authority)—
we deliver the best start for children and their families.
- **Fair** (council as a support)—
we provide care and friendship and drive prosperity and equality in our communities.
- **Green** (council as a place leader)—
we lead Renfrewshire's journey to Net Zero.
- **Living our values** (council as a workforce)—
we work together, listen to feedback and use it whenever we can.
- **Living our values** (council as an employer)—
we welcome every kind of brilliant.

Actions

1. **Manage the brand consistently**—we will ensure all marketing and communication materials and channels maintain a consistent brand identity that reflects the council’s values, leadership role and tone of voice. This will be guided by a refreshed brand implementation plan and supported by a clear corporate narrative—what we stand for, why the council is important and our plan for the future.
2. **Deliver campaigns to build awareness of council policy and decisions and to promote council services.**

Always on—we will agree always-on campaigns to run consistently through the relevant channels including social media and digital advertising.

Scheduled announcements—a seasonal campaign calendar will be agreed to schedule known, annual PR activity.

Strategic campaigns—we will work with services to deliver strategic campaigns designed to do one of three things—to create awareness, to provide information or to encourage behaviour change. These will be agreed with Directors and the Corporate Management Team.

Projects and initiatives—we will support services to help promote specific projects and initiatives. We will use a triage process to prioritise this work.
3. **Deliver a new Renfrewshire.gov.uk**—we will deliver a new digital experience to make it very easy for local people, businesses and others who are interested in Renfrewshire to find the information they are looking for online and to help them successfully access online services and complete tasks first time.
4. **Prioritise employee engagement**—recognising that good internal communication and engagement is crucial to the strategy objectives, we will work with HROD colleagues to deliver internal campaigns that build an informed workforce who know what their impact is and who hear about council news first, to encourage employee pride and advocacy, and to ensure staff understand and embrace the council’s vision, objectives and values.

5. **Promote community engagement**—we will advocate for two-way communication with the community to encourage their active involvement in local initiatives and decision-making processes. We will work with colleagues in policy to develop and promote a model of good-practice and will support services to promote and design consultation and engagement, linking to the development of a new connected communities model.
6. **Design compelling, effective content**—we will develop high-quality, informative, accessible and inclusive content, following user-centred design principles, to meet the needs and interests of local people and reach all parts of the community.
7. **Continually improve communication channels**—informed by the media protocol, social media strategy (organic and paid-for) and digital experience strategy, we will continue to improve the council’s owned channels and ensure they are effective at reaching residents and stakeholders. We will also champion the use of inclusive communications principles across the organisation.
8. **Use data and insights effectively**—we will continually refine our audience segmentation framework using data and insights to better understand and segment residents and stakeholders. We will do this by using campaign evaluation and service data and insights gathered from user-led-design.
9. **Collaborate with other place partners and public sector organisations**—we will continue to raise our profile within the public sector and other stakeholders throughout Scotland through editorial PR, peer events and awards.
10. **Manage crisis communication**—we have robust processes and plans in place to respond effectively in case of unforeseen events or issues. There are clear and effective protocols for communicating during crises or emergencies, ensuring that accurate and timely information is disseminated.

Evaluation

We will continuously assess and adapt marketing and communication strategy to reflect changing stakeholder needs and emerging trends. An annual review will be provided to the Corporate Management Team and the annual plan for the following year confirmed.

Measurement

We use a variety of data analytics tools to measure the impact of individual campaigns:

- Website traffic to [Renfrewshire.gov.uk](https://www.renfrewshire.gov.uk) and [Paisley.is](https://www.paisley.is)
- Social media engagement and reach—council and [Paisley.is](https://www.paisley.is)
- Engagement with digital communications
- Opportunities to see or hear (paid-for)
- Media coverage—positive, negative and neutral coverage and the balance between positive and negative reach.
- Bespoke campaign outcomes—did people do what we asked them to do?

