

Marketing & Communications Strategy

Investing in Communities Cambridgeshire



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1. Introduction

1.1 The liC Approach

The objective of the Greater Cambridge Partnership Investing in Communities (GCP liC*) programme is summarised in the GCP liC vision statement as:

‘To ensure that the most deprived communities can achieve their full potential and therefore contribute to, and benefit from, sustainable economic growth across Cambridgeshire and beyond’.

The programme is focussed on community regeneration through tackling deprivation and inequality by changing the way public, private, community and voluntary organisations work together, with a particular focus on promoting innovative approaches and sharing good practice. Investment for tackling deprivation and inequality will be based on a firm understanding of community needs and through Local Area Agreements influence joint planning of investment and action. Critically it relies on the engagement of communities that want to participate and are supported through self-help mechanisms to achieve their full potential.

1.2 The Need for a Communications and Marketing Strategy

Given the programme’s remit, it is clear that in order to act as an effective ‘enabler’ and catalyst for sustainable change, the programme must communicate with and coordinate a diverse selection of partners, and that therefore effective communication is key to success. The main target audiences of our communications will include:

- Opinion formers and funding bodies (e.g. EEDA*, government bodies, employers organisations)
- Strategic delivery partners (e.g. JobCentre Plus, local councils, educational organisations)
- Front-line service deliverers (e.g. voluntary organisations, social enterprises, training organisations)
- Beneficiaries (disadvantaged communities and individuals)

Each of these audiences has different needs, and so to deliver a consistent and clear message tailored to each audience requires a sophisticated and considered approach.

1.3 Regional Context

All GCP liC activities sit within the context of EEDA’s regional objectives for the liC programme, and this context is reflected in our communications strategy. On a regional level, EEDA’s communications strategy for liC sets out to:

‘Communicate a clear and consistent message about barriers to participation in the regional economy and how EEDA’s approach to tackling them through

the liC programme encourages growth, productivity and increased wealth amongst all communities.'

It goes on to identify three main strands for implementing the strategy, each with a specific objective and target audience. These are:

- To **influence** policy makers and mainstream funders,
- To **manage relationships** with delivery partners and local authority partners, and
- To **communicate** clearly what liC aims to achieve, and what the liC programme will (and will not) support.

1.4 Summary of GCP liC Strategy

The three regional strands are broadly mirrored in the GCP liC strategy, which contains three agendas for communicating with our various constituencies:

- **Influencing** of policy makers and potential funders,
- **Supporting and managing relationships** with all our partners, but especially delivery partners and project leaders, and
- **Raising awareness** of the programme amongst potential beneficiaries, potential partners, and the general public.

The sections below will look at each of these agenda in more detail, identifying and documenting the measures that are already being taken, and where necessary suggest further measures to make our communications more effective.

2. Influencing

2.1 Key Messages:

- Demonstrate the need for the liC programme in the GCP area
- Demonstrate the benefits to liC can provide to disadvantaged communities, and how these benefits benefit the community at large both socially and economically
- Show how liC is already delivering these benefits through its existing projects
- Encourage policy makers and funders to support liC in future operations, to deliver more benefit to disadvantaged groups and the entire region.

2.2 Target Audience:

- National - CBI, Institute of Directors
- Regional - Go East, EEDA, EERA, COVER, MENTER
- LAA Board and Reference Group Members
- Chief Executives Group
- GCP Partnership & Operating Boards

- Chamber of Commerce
- Local Strategic Partnership Board Members
- Personal and Community Development Learning Partnerships
- Economic Development & Enterprise Forum Members.

2.3 Current Situation:

This agenda is currently delivered mainly through liC and GCP participation in existing fora, such as the Local Area Agreements and the Local Strategic Partnerships. Representation at other events such as conferences and the annual GCP liC Celebration Event also provide opportunities to take the GCP liC message to the 'influencing' target audience.

Resources currently used include:

- Website
- Project summaries
- Annual Celebration Event
- Plans
- Reports

Refer to Appendix B for more details of available resources.

2.4 Future Plans:

1. Continue to identify and develop other events that may provide influencing opportunities.
2. Emphasise existing achievements by producing and publicising case studies of successful interventions.
3. Develop evidence base supporting the economic and business case for promoting social inclusion and community regeneration.
4. Build on and enhance reputation of Cambridgeshire liC as an effective organisation.
5. Maintain and update publicity materials and delivery channels for use in 'influencing', as appropriate.
6. Produce calendar of forthcoming press releases and other events.

3. Relationship Management

3.1 Key Messages:

- Displaying professionalism and efficiency
- Setting customers' expectations, and ensuring that they understand their responsibilities to the programme
- Communicating liC's objectives and vision
- Providing and accepting feedback
- Disseminating relevant information and best practise
- Providing support for front-line workers (Learning Champions, Enterprise Champions, project leads, etc.)

3.2 Target Audience*:

- liC project leads
- Local Authorities
- JobCentrePlus
- Connexions
- NextStep & other Information & Adult Guidance providers
- Housing Associations
- Cambridgeshire ACRE
- CP Learning Trust and Learning Partnerships
- PCDL partnerships
- FE Colleges, Secondary Schools
- Businesses
- Business Link East
- NWES and others
- Enterprise Agencies
- CB CAN members
- CES (Cambridgeshire Enterprise Service)
- Local Business Fora
- Business in the Community
- Princes Trust
- Voluntary & Community Sector
- Other voluntary and community organisations

3.3 Current Situation:

We maintain relationships with our partners through a mixture of:

- Daily informal contacts (phone calls, emails, meetings, etc)
- Mailings
- Quarterly formal monitoring visits
- Regular meetings of operating group and strategic board
- One-off or infrequent events (such as annual celebration event)

Materials used include:

- liC pages of the GCP website (www.gcp.net.uk)
- Project summaries (issued quarterly)
- Meeting minutes and agendas
- Consultation documents (e.g. consultation sent out September 2007)
- Plans
- Policy documents
- Newsletter (issued quarterly)

Refer to Appendix B for more details of available resources.

3.4 Future Plans:

1. Issue newsletters as scheduled
2. Issue updated project summaries as scheduled

3. Maintain and update other publicity material
4. Monitoring visits as scheduled
5. Collect and invest in case studies and good news stories, from project leads

4. Raising Awareness

4.1 Key Messages:

The liC program promotes community regeneration and economic development through

- Tackling deprivation
- Changing the way public, private, community and voluntary organisations work together
- Removing obstacles to inclusion (such as poor access to services, lack of skills, public perception)
- Supporting programs that are innovative
- Relying on engagement of communities and self-help mechanisms to achieve sustainable change
- Focussing on three main strategic interventions:
 - Developing pathways to assist young people in the transition from school and economically inactive adults to further education, employment or training.
 - Supporting the most disadvantaged into employment
 - Supporting enterprise through work with disadvantaged groups and in the most deprived communities

4.2 Target Markets*:

- Staff
- Board members
- Project leads
- Enterprise/ Social Enterprise Agencies
- GET Group (Guidance Employment and Training)
- STEN Group (Social Enterprise Network Training)
- Businesses
- Disabled people
- Voluntary & Community Sector organisations
- Local community groups/leaders
- Training Providers – both infrastructure and courses
- The economically inactive
- BME Communities including Travellers, Bangladeshi & Economic Migrants
- Disadvantaged Communities

4.3 Current situation:

GCP liC is publicised to a wider audience through the general media and through more targeted marketing. The former includes press releases, the GCP website and coverage achieved through inclusion in the marketing of our partners. Targeted marketing includes attendance at conferences and similar events, and the liC annual 'Celebration Event'.

Tools used to engage and inform interested parties include:

- liC pages of the GCP website (www.gcp.uk.net)
- Flyers
- Newsletter
- Calendar of events
- Press clippings
- Project summaries
- Case histories (as provided by partners)

For more detailed information, interested parties can be referred to:

- Executive Summary of Annual Delivery Plan
- Annual Evaluation Report

All tender and project opportunities are advertised in the appropriate journals.

Refer to Appendix B for more details of available resources.

4.4 Future plans:

1. Build and maintain up-to-date contact lists of potential stakeholders and project deliverers. Currently this is done primarily through contacts at events, but other avenues will be explored
2. Build more relationships with media outlets (support from local press is good, local radio and TV not so much)
3. Build database of publications we could write to (e.g. 'Regeneration and Renewal', 'New Start')
4. Develop Frequently Asked Questions document based on enquiries received
5. Manage expectations regarding the prospect of less funding being available in future, and consequently fewer projects supported
6. Use the tendering process to raise the profile of GCP liC regionally and nationally, with the prospect of securing work or engaging partners who we would not otherwise reach
7. Encourage partners to use liC banners and flyers at public events.

5. Partners' Contribution

All front-line delivery partners will be required to optimise good news stories around their individual interventions for inclusion in liC publicity material, such as the Executive Summary of the Annual Delivery Plan, the quarterly Project Summaries and the Annual Evaluation Report.

Case studies can be provided on an ad-hoc basis at any time by speaking to a member of the liC team, and will be required to be provided when the project leads submit their project evaluation reports each April, or at project completion.

Delivery partners must acknowledge the contribution made by liC, GCP and EEDA in their own publicity material, by use of the liC, GCP and EEDA logos and/or in writing, as appropriate. They will also be encouraged to display liC flyers, banners, etc. at any events that they attend.

6. General

Whilst much of the activity will be drip-fed and all partners should be engaged as they roll out delivery at key moments there are resources which need to be allocated as part of the programme overheads. The largest cost in general terms has been around our 'Annual Conference' but this has often been less than £3,000 in total.

We have established some 'Branding' in regard to the web site (launched September 2007) and had some pop ups and banners produced to build on themes. These will be available for use by partners at appropriate events to help increase awareness and understanding of the programme.

7. Monitoring and Evaluation

The ongoing Strategy will be measured with numbers of press releases, a cuttings file, and hits on the web site.

The liC Team will use 'happy sheets' during events and questionnaires to see how we can improve our communications.

There will be a range of consultations undertaken which will involve a range of different 'market segments' acknowledging the breadth of potential beneficiaries that the programme will support over time.

Feedback will be sought from the liC Strategic Board, liC Operating Group and liC stakeholders through the Partnership Improvement Plan. Further feedback will be sought through the Operating and Partnership Boards of the Greater Cambridge Partnership and the LSPs,

Appendix A: Summary Info About liC

Core objectives

- To strengthen the co-ordination of strategic planning and investment in order to improve the impact of public service resources on reducing disadvantage
- To provide greater access and opportunity within the labour market
- To create the right conditions for enterprise to benefit disadvantaged communities
- To address the causes of disadvantage such as low skills and poor access to services

Strategic context

Investing in Communities has a key role to play in addressing social inclusion at a time of unprecedented growth for Cambridgeshire, one of the fastest growing county's in the country.

Despite the general external view, Cambridgeshire as a county does have many communities of interest and place who are experiencing disadvantage.

Deprivation and inequality have costly implications for us all – in terms of ill health, fragmented communities, lost income, pressure on services and wasted potential.

For many disadvantaged and disaffected young people and economically inactive adults their educational attainment and skills will often lead to a life in poverty with too many dependent upon a mix of benefits and poorly paid unreliable employment.

SWOT analysis

Strengths

- The County has a strong focus – Cambridge but still acknowledges its largely rural nature
- Partnership development is rooted in the Local Strategic Partnerships/Local Area Agreements
- The liC Strategic Board has blended cross-cutting thematic approaches with geographical targeting of need based on sound research and experience of 'expert witnesses'
- VCS engagement – some direct involvement delivering projects in new areas e.g. Gypsy & Traveller skills and employment
- Scale of the programme enables direct relationships with delivery organisations which aids communications up and down
- The partners are used to collaborative working evidenced in the Celebration Event of March 2007
- Commitment to develop a coherent programme is strong

- Enthusiasm of the Strategic Board and Operating Group is robust with all wanting to make sustainable material differences

Weaknesses

- Targeting is essential to create impact with the small and reducing budget available which creates fewer investment opportunities overall
- Lack of financial resources amongst partners – JobCentrePlus with significant budget reductions, Local Authority budgets very restricted, Business Support agencies in transition, Learning and Skills Council more restricted to national policies.
- Need to broaden and strengthen the partnership to meet requirements of leveraging in more funding with matched funding currently limited
- Challenge of 'risk management' and in general one year funding offers
- Large number of small projects which creates challenges in co-ordinating activity, building capacity, maximising impact and communicating the programme to stakeholders
- European Funding from 2007 onwards creates some challenges in respect of accessing and securing matched funding

Opportunities

- Widening and enriching the partnership not least through the 'tender process' but likely to result in fewer, larger projects
- 14-19 Strategy in place and NEET action plans being developed on an area basis with resources attached – should enable alignment
- Reorganisation of PCDL provision and structures will provide potential influencing of more Adult Training providers
- Roll out of Pathways to Work in April 2008 presents earlier opportunity for mainstreaming activity
- The Local Area Agreement refresh with fewer more relevant and measureable targets
- Identifying better linkages with other mainstream funders as well as new national and European funds.
- Greater capacity of the voluntary and community sector through their procurement capabilities.
- Using rural proofing and challenging other agencies to reflect needs driven by accessing services
- Continued investment in Vocational Skills Centres across the county provides a platform for adding value to the capital programme to enhance skills development for young people and economically inactive adults.
- Securing greater involvement of the private sector through Corporate Social Responsibility investment.

Threats

- That the scale and complexity of multi-faceted interventions become cumbersome and unmanageable excluding small groups from involvement
- The fall out of reorganisations amongst partners creating uncertainty and in certain areas collapse of services that could impact badly on delivery long term.
- Variable performance of SREPs and liC partnerships in delivering the liC programmes
- Comprehensive Spending Review impact on EEDA /Public sector budgets likely to result in 15% capital and revenue reductions from 2008-11
- European enlargement from 2007 and the diminution of European Funding generally.

Appendix B: Summary of Resources

All communications and marketing materials will use the liC 'branding'.

- Folders
- Flyers
- Exhibition stands: 6 banners to continue to raise the profile.
- Format for reports
- Format for newsletter

Newsletters	
Aim	<ul style="list-style-type: none"> • To inform stakeholders and to ensure that publicity is timely to promote the programme and local delivery. • To keep the stakeholders up to date with recent development and key stages achieved.
When	Quarterly
For whom	<p>Opinion formers, delivery partners and others.</p> <p>Especially important for:</p> <ul style="list-style-type: none"> • Local Area Agreement Reference • Steering Groups • Local Strategic Partnerships
Format	<ul style="list-style-type: none"> • Electronic and hard copy • liC branding

Show case event	
Aim	<ul style="list-style-type: none"> • To involve partners in the whole process and encourage positive stories in the media and downstream. • Network opportunities • Building up new relations
When	Annual
For whom	Opinion formers, delivery partners and others.

Press releases and articles	
Aim	To inform on key stakeholders and to ensure that publicity is timely to promote the programme and local delivery.
When	When opportunity arise
For whom	Opinion formers, delivery partners and others.
Format	<ul style="list-style-type: none"> • Library of press releases available on website, including photographs • Printed articles • The GCP format for a press release is used

liC reports	
Aims	<ul style="list-style-type: none"> To disseminate best practice To provide in depth information on liC
When	Depending on deadlines and type of report
For whom	Opinion formers and delivery partners
Format	<p>If it is produced by liC, the new branding will be used.</p> <p>Depending on the type of report it will be:</p> <ul style="list-style-type: none"> Distributed by mail Downloadable from the website Hard copies
Examples	<ul style="list-style-type: none"> Project Summary Roger Tym Evaluation report Annual evaluation report to EEDA Annual Delivery Plan

Website	
Aims	<ul style="list-style-type: none"> To ensure that the web site is interesting and well illustrates the opportunities and achievement that the programme affords and to try and ensure it has an interactive involvement. To be sure that target audience understand liC To keep partners and other up to date on developments To found out more information on the different projects. To be able to download reports to get more background information on the liC programme
When	Launched in September 2007
For whom	Opinion formers, delivery partners and others
Format	<p>In liC branding</p> <p>Part of GCP website</p>

Presentations	
Aims	<ul style="list-style-type: none"> To inform and influence different
When	When opportunities arise
Where	Forums, partnerships and organisations.

Marketing material	
Aims	To inform people about the liC Cambridgeshire programme
When	Marketing material available from May 07
What	6 banners, folders, flyers
Format	In liC branding

Articles and publications	
Aims	<ul style="list-style-type: none">• To inform people about the liC• Build up a list of regular contacted publications and keep partners informed with stories and pictures as appropriate.
When	When opportunities arise
Where	Articles in partners' newsletters and other relevant local, regional and national publications.

Appendix C: Calendar of key dates for Communications Strategy 2007-08

Activities	April 07	May 07	June 07	July 07	August 07	September 07	October 07	November 0	December 0	January 08	February 07	March 08
Events	Travellers conference		GCP annual conference								liC Celebration event	
liC reports	Project summary Employers' toolkit	liC annual evaluation report to EEDA Roger Tym evaluation report Papworth Research		Project summary update including case studies overview			Project summary update		Revised liC Business Plan	Project summary update		Updated Communication strategy
Press releases	Travellers conference Vocational Skills	Opening Romsey Mill									liC Celebration event	
Board meetings		OB SB		SB		SB	SB OB			SB OB	PIP	SB OB
Newsletter		GCP liC			liC			liC			liC	
Website					Launch new site Project information available							
Marketing Material		Folders Flyers 6 banners										

Appendix D: Glossary of Terms and Acronyms

Term	Meaning
ACRE	Action with Communities in Rural England
BME	Black and Minority Ethnic
CBI	Confederation of British Industry
CES	Cambridgeshire Enterprise Service
COVER	Community and Voluntary Forum, Eastern Region
CPLT	Cambridgeshire and Peterborough Learning Trust
EDEF	Economic and Development Enterprise Forum
EEDA	East of England Development Agency
EERA	East of England Regional Assembly
GCP	Greater Cambridge Partnership
GET	Guidance, Employment and Training
liC	Investing in Communities
LAA	Local Area Agreement
LSP	Local Strategic Partnership
MENTER	Black and Minority Ethnic Network, Eastern Region
NEET	Not in Employment, Education or Training
NWES	Norfolk and Waveney Enterprise Service
PCDL	Personal and Community Development Learning
SREP	Sub-regional Economic Partnerships
STEN	Social Enterprise Training Network
VCS	Voluntary and Community Services