

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 29 SEPTEMBER 2009

Title:

CORPORATE IDENTITY: THE NEXT STEPS

[Portfolio Holder: Cllr Adam Taylor-Smith]

[Wards Affected: All]

Summary and purpose:

The way an organisation presents itself is key to how it is perceived. This report seeks agreement for the next stage of improving Waverley's visual identity which would see the adoption and implementation of corporate identity guidelines. These will ensure that Waverley receives recognition for the services it provides and that it is presented in a consistent and coherent manner.

How this report relates to the Council's Corporate Priorities:

A key priority is to keep residents informed about the services for which they pay and to improve public perception of service quality and efficiency. Without a strong, consistently applied visual identity, residents will be unaware or confused by which services Waverley provides and unlikely to be able to make an informed judgement about whether they are receiving value for money.

By increasing exposure of Waverley's visual identity, the services Waverley provides will have a higher community profile. Our identity is a promise of service and a signal of our accountability.

Equality and Diversity Implications:

Consistent use of Waverley's visual identity to badge the services we provide will enable residents to see how we are making a difference and improving lives. A higher profile brand and identity will also assist with improving the uptake of services among vulnerable and excluded communities.

It is intended that corporate identity guidelines will provide advice on ensuring that publicity material is accessible to its identified target audience.

Resource/Value for Money implications:

By clearly identifying the services Waverley provides, customers will be better informed and able to make a judgement as to whether they feel they are receiving value for money.

Clearly identifying Waverley as the service provider will improve efficiency and help to eliminate some of the confusion about the services we provide. By providing clear signposting to the service provider, customer service will be improved, as incorrect and misdirected contacts will be reduced.

Legal Implications:

There are no legal implications associated with this report.

Introduction

1. The results of the Place Survey are the driver for the next stage of Waverley's review of branding. The national picture shows that 82% of people who live in an area with a district council are satisfied with where they live. In Waverley, this figure is higher than the national average at 87%.
2. Despite this very positive result, it is disappointing that both nationally and in Waverley, satisfaction with local government is going down – and by a significant amount. Despite the improvements that are being made to the areas people live, which are acknowledged by residents and the Audit Commission, councils are not getting the credit.
3. Over a number of years, Ipsos MORI has built up a model of the factors that drive local government reputation – see Annexe 1. The two greatest drivers of satisfaction are the perceived quality of services and value for money. Ipsos MORI has a wealth of research that time and time again proves that there is a clear relationship between satisfaction with a local authority and the extent to which residents feel informed about the services it provides.
4. The national results of the Place Survey show an apparent fall in how well informed people feel about local services. This could be explained by there being a communications gap between the services we provide and for what we receive credit. For example, many of our high profile street-scene services are sub-contracted to companies whose own visual identity takes prime position on uniforms and vehicle livery. This weakens the link between Waverley's visual identity and the community services it provides.

Visual audit

5. The main findings arising from a visual audit of Waverley's buildings, vehicles and facilities showed that, in the main, it is not clear that Waverley is responsible for delivering/providing many of its services. For example, sheltered housing units, museums and leisure centres proudly display their name ie Museum of Farnham, Wey Court, Cranleigh Leisure Centre but do not prominently display Waverley's logo.
6. Yet, if you take a look around Waverley's buildings you will find signs that are branded with old Waverley identities which, for example, warn you not to play ball games, or to let your dog foul. Tenants will know from their rent card that they pay their rent to Waverley but it will not be so obvious that Waverley also

carries out repairs, grounds maintenance and owns the property in which they live. A visit to Godalming Museum, or a sports pavilion may leave visitors oblivious to the fact that Waverley provided the grant that enabled the building to be refurbished/built or for the service to run.

Conclusion

7. For understanding of the work Waverley does, it is essential that we have a presence in terms of a visual identity across the borough. As a council, we are accountable for our services and have a duty to explain to taxpayers how their money is being spent.
8. Historically, major contracts for highly visible street services have not insisted upon Waverley being the parent brand. This has led to the contractors' identities having a higher profile than Waverley and there being an inconsistency in the application of the Waverley logo.
9. It is recognised that where we work with partners on high profile street-scene services, there can be a conflict of interest between the desire to increase our visual identity and for the contractor to increase theirs. However, it is to Waverley that residents pay council tax so the message about what they receive for their money should be clear.
10. The visual audit also showed evidence that Waverley's brand is used more consistently when communicating negative information ie telling people what they cannot do, or that they've breached a 'rule' or they owe money.
11. It is clear from the visual audit that Waverley is not receiving full credit for the contribution it is making towards improving neighbourhoods. Therefore, all services and material provided by or produced by Waverley should carry the corporate identity. Details on how to apply the logo to internal reports, presentations, letter templates, emails, uniforms, signage, vehicle livery and publicity will be contained in corporate identity guidelines which will be agreed by the Portfolio Holder for Communications.
12. For future high profile service contracts such as the collection of refuse/recycling, repairs to council housing, grounds maintenance and the management of leisure centres the company providing the service on behalf of Waverley should take responsibility for adopting the Waverley corporate identity. The identity should appear on the company's vehicles, uniforms, signage and any sales and marketing material that will be experienced by a large number of customers. The contractors' logos should not feature prominently. This is an agreement that should be communicated to contractors at the contract tender stage.
13. If there are good reasons why this cannot be agreed, the contractor should take responsibility for ensuring that Waverley's logo appears on clothing and that the following statement is used on vehicles and publicity:
WBC logo providing services in partnership with **Contractor's logo**

14. In this situation, Waverley should appear as the parent brand with the contractors' logo appearing as a sub-brand. Marketing templates used by contractors will be approved by Waverley's Head of Communications at the outset of the contract.
15. In the meantime, we are encouraging existing contractors to feature Waverley's logo in a consistent fashion on uniforms and all vehicles including street cleaning barrows.
16. Where Waverley provides funding to an organisation such as citizens advice or Godalming Museum, the organisation will be responsible for ensuring that Waverley's corporate identity appears prominently on all publicity material along with the words 'financially supported by..'. Where Waverley is the majority funder, it will be required that an explanation of Waverley's support appears on all literature.
17. Finally, in situations where Waverley part-funds an organisation, just the logo together with the words 'financially supported by' should be used on all publicity material. Where Waverley supports a project as a partner but is not the lead and does not provide funding, the logo together with 'supported by' should be used on associated publicity material.

Recommendation:

It is recommended that the Executive agree the report.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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