

ABERDEEN CITY COUNCIL

| | |
|---------------------------|---|
| COMMITTEE | City Growth and Resources |
| DATE | 24 April 2018 |
| REPORT TITLE | ACC Corporate Branding |
| REPORT NUMBER | CUS/18/004 |
| DIRECTOR | Andy MacDonald, Director of Customer Services |
| CHIEF OFFICER | - |
| REPORT AUTHOR | Keith Fraser |
| TERMS OF REFERENCE | 2.2 |

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to present the City Growth and Resources Committee with the proposed new Aberdeen City Council crest in support of the refreshed corporate brand and to seek approval for the crest's staged introduction across all council services.

2. RECOMMENDATION (S)

- 2.1 It is recommended that the Committee:
- (a) Note the approval of the proposed updated crest by the Lord Lyon.
 - (b) Approve the adoption of the updated ACC crest which will facilitate improved digital and online design.
 - (c) Instruct the Marketing and Design Manager to create brand guidelines for the use of the crest across all services in conjunction with the Communications Policy presented to full council December 2015.
 - (d) Approve implementation of the introduction of the new crest and refreshed brand in a phased manner as assets are naturally replaced over time beginning in Summer 2018.

3. BACKGROUND

- 3.1 Aberdeen City Council has lacked a coherent and clear visual identity and promotional brand with which to promote its services locally, nationally or internationally. The current crest is limited in its applications, reproduces poorly, appears insignificant when displayed next to other organisations and has lost the dignity and integrity which is appropriate to the organisation.

- 3.2 Finance, Policy and Resources Committee on 3rd December 2015 (OCE/15/046) approved the development path of an updated crest and the consolidation of the existing sub brands. This update report sets out progress to date.
- 3.3 The lack of a corporate approach to the use of the crest and associated branding within the organisation and the competing levels of importance of communications between services has led to a disjointed identity. In some respects staff recognise themselves, their work and their loyalties as limited to the service they are employed by rather than to the council as a whole.
- 3.4 The new ACC crest and associated refreshed corporate brand has been developed to supersede all the small sub brands that have appeared in previous years focusing on the wider aspect of a coherent, confident and positive organisation.
- 3.5 With this as the background it has been recognised that the new crest would be an opportunity to engage with staff and encourage them to take part in the wider staff and customer experience.

3.6 Design Brief

- 3.6.1 The brief set was two fold –
- ACC crest required to be refreshed and redrawn
 - Development of a visual framework to apply consistency and clarity across all services
- 3.6.2 The requirements were that the crest should be clean, simple, contemporary, legible and fresh.
- 3.6.3 The crest should maintain the integrity of the council and acknowledge its history. It should be future proofed, seeking to have a long term lifespan and avoiding the need for the branding to be reconsidered 5/10 years from now.
- 3.6.4 An additional driver behind the refresh was the crest should be capable of clean and clear reproduction in all media - print, web, social media, merchandise etc, be economical to produce and support the Digital Transformation.
- 3.6.5 The crest should remain recognisable to both staff and citizens as representing the values of a major organisation commanding respect and trust and stand out from the crowd of competing visual noise.
- 3.6.6 The crest redesign and associated brand has been design led and now requires complementary messaging to be developed to further extend the possibilities in a clear and focused approach following the draft ACC Communications Strategy. The visual framework is attached at appendix 1.

4. FINANCIAL IMPLICATIONS

- 4.1 Reducing the ACC communications brand portfolio to a very small number of core brands will remove the duplication of resources involved in the use of the 80+ 'brands and logos' previously identified to committee.
- 4.2 It will by definition reduce officer time in managing multiple brands and will reduce spend on print and design costs as we move to digital platforms. The corporate marketing and design service will eliminate the practice of spending on producing unnecessary materials and reducing waste.
- 4.3 Focussed branding will also improve the customer experience by making information more recognisably associated with the City Council rather than with particular time limited campaigns or sub-brands.
- 4.4 The increased use of Xerox digital print instead of litho print will reduce waste to create more targeted material.
- 4.5 The creation of corporate templates for stationery, exhibition material, presentations etc will save on staff time and increase productivity.
- 4.6 Services will be required to present a business case prior to the creation of any new campaign identities.
- 4.7 There will be a move to greater use of digital media – web, social media, apps to reduce budgets spent on print where appropriate for the intended audiences. This is in line with information consumption habits outlined by Ofcom and relates to the Digital Transformation objectives.
- 4.8 The introduction of the new brand would be phased in replacing material as it reaches the end of its useful life or due to maintenance or upgrading to avoid any additional cost incurred. See below.
- 4.9 **Phase 1.**
To include all digital platforms, admin material, easily updated marketing material that will be replaced as stocks require reordering.

| | |
|----------------------------------|---------|
| Digital Media - | |
| Website | No cost |
| The Zone | No cost |
| Twitter and Facebook accounts - | No cost |
| Internal online communications - | No cost |
| email signatures - | No cost |
| Online recruitment advertising - | No cost |
| Presentation templates - | No cost |
| ACC screen ads - | No cost |

| | |
|---|---|
| Print - | |
| Stationery | Reprinted only as old stock runs down. No additional cost |
| Corporate digital templates to be developed to replace printed stock where possible | No cost |
| Directorate/service related promotional material | As and when required, no additional cost |
| Press recruitment ads | No cost |

4.10 Phase 2.

| | |
|---|---|
| Signage 1 - | |
| Marischal College and Town House internal and external signage | Replace old for new as and when budgets allow |
| Service campaign related printed material, and merchandise as required. | Would remain the same as existing costs of marketing material |

4.11 Phase 3.

| | |
|---|--|
| Signage 2 - | |
| Outlying ACC offices internal and external signage | Phased in as part of routine maintenance programme and as budgets allow. |
| Transport – Vehicle livery | Phased in on receipt of new vehicles only |
| Staff uniforms – Customer service centre and receptionist staff | Phased in as new staff uniforms are replaced |

4.12 **Design** - No external costs have been incurred, all work has been carried out in-house

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

5.2 There are no legal implications having received approval from the Lord Lyon for the new updated crest.

5.3 Aberdeen City Council retains copyright of the coat of arms

6. MANAGEMENT OF RISK

| | Risk | Low (L), Medium (M), High (H) | Mitigation |
|---------------------|---|--------------------------------------|--|
| Financial | Duplication of Resources | L | Reducing the ACC communications brand to a very small number of core brands will remove the duplication of resources involved in the use of the 80+ brands and logos previously identified to committee. |
| Legal | N/A | | |
| Employee | Non-compliance of use resulting in different styles being used. | L | Create brand guidelines for the use of the crest across all council services and in conjunction with the Communications Policy presented to full council in December 2105. |
| Customer | Confusion in identifying the ACC brand. | L | By ensuring that brand guidelines are implemented we can create a recognisable brand which our customer can identify with. |
| Environment | N/A | | |
| Technology | Current crest is quite complicated and difficult to reproduce clearly on digital media. | L | An updated crest should be capable of clean and clear reproduction in all media, in particular web and social media, this will help support the Digital Transformation. |
| Reputational | Different styles being adopted would lead to confusion and no clear | L | By ensuring that brand guidelines are implemented we can create a recognisable |

| | | | |
|--|------------------------|--|---|
| | message of who we are. | | brand which our customer can identify with. |
|--|------------------------|--|---|

7. OUTCOMES

| Local Outcome Improvement Plan Themes | |
|--|---|
| | Impact of Report |
| Prosperous Economy | To create belief in ACC as an organisation. To provide a visual context to all ACC activities. Brands create economic control, security and choice – lowers cost of promotion and marketing. |
| Prosperous People | To improve customer experience by identifying the council as an aspirational, forward thinking and customer focused organisation. To provide customers with a consistent and easily accessible approach to accessing communications and services online and at the point of delivery. To create an image of quality, experience and reliability. To improve the staff experience by providing staff with a clear sense of identity, pride in their workplace and involvement in developing and improving services. |
| Prosperous Place | To support economic development with a strong place brand. To provide a strategic approach to promotion of the city by setting the tone and narrative, Ease of recognition and consistency of message, in local, national and international settings. To provide a flexible approach to meet the needs of a changing organisation and city. To create a confident and forward looking image to support business, education and marketing efforts. |
| Enabling Technology | To maximise digital connectivity to ensure equal opportunity of access to services for all people. To provide a clear and concise digital presence through social media, website, external blogs and internal communications. |

The report does not impact on the design principles of the Target Operating Model.

8. IMPACT ASSESSMENTS

| Assessment | Outcome |
|--|-------------------------|
| Equality & Human Rights Impact Assessment | Full EHRIA not required |

| | |
|--|----------------|
| Privacy Impact Assessment | Not required |
| <u>Children's Rights Impact Assessment/Duty of Due Regard</u> | Not applicable |

9. BACKGROUND PAPERS

9.1 No background papers are applicable.

10. APPENDICES (if applicable)

10.1 ACC Crest Re-brand draft guideline document.

11. REPORT AUTHOR CONTACT DETAILS

Keith Fraser
kefraser@aberdeencity.gov.uk
01222 522896