

## **Communications Strategy 2018**

<b>Introduction.....</b>	<b>1</b>
<b>Purpose .....</b>	<b>2</b>
<b>Objectives.....</b>	<b>2</b>
<b>The role of the CloS LEP .....</b>	<b>3</b>
<b>Our Values &amp; Personality.....</b>	<b>4</b>
<b>Key Messages.....</b>	<b>4</b>
<b>Key Audiences.....</b>	<b>5</b>
<b>Media .....</b>	<b>6</b>
<b>Resource.....</b>	<b>7</b>
<b>Events.....</b>	<b>7</b>
<b>Sponsorship .....</b>	<b>8</b>
<b>Evaluation.....</b>	<b>9</b>
<b>Implementation .....</b>	<b>10</b>

### **Introduction**

The overriding ambition for the Cornwall and Isles of the Scilly (CloS) Local Enterprise Partnership (LEP) is to use our natural and human resources to create a thriving and vibrant economy. We aim to achieve sustained growth through long term, joined up investment in innovation, productivity and infrastructure. We are the natural place to grow great business.

The CloS LEP was launched in May 2011. Private sector-led, it is a partnership between the private and public sectors and is driving the economic strategy for the area, determining local priorities and undertaking activities to drive growth and the creation of local jobs.

Our LEP is one of 38 LEPs across England set up following the Coalition Government's new approach to economic development. This approach puts businesses in the driving seat and empowers the private sector to determine their own priorities.

This document details the communications and engagement strategy of the CloS LEP and how this will contribute towards us achieving our vision that;

*By 2030 Cornwall and Isles of Scilly will be a place where business thrives and people enjoy an outstanding quality of life*

It highlights how our communication and engagement activities will help us communicate the sector priorities of the “Ten Opportunities” prospectus which is underpinned with our strategic economic plan [CIO S Vision 2030](#) and our 2018/19 business plan.

## **Purpose**

There is a need to demonstrate leadership for communication across the Cornwall and the Isles of Scilly economy and this strategy sets out how we aim to achieve this. It details the stakeholders of the CloS LEP and the mechanisms that will be used to communicate and engage with them. It also contains key messages we wish to convey to create greater clarity regarding our role. How progress will be evaluated and reported is also addressed. The strategy has a particular focus on ‘*how the LEP does business with business*’ and explains how we will deliver against our ambition to become the ‘*listening LEP*’.

## **Objectives**

All of our communication and engagement activities will be transparent, clear and concise. We will aim to be proactive and flexible and will consult widely where appropriate.

The objectives this strategy seeks to achieve are:

- Increase engagement by businesses, both within and outside of CloS, with the LEP as measured by:
  - Attendance at LEP led and sponsored events (Appendix 1 with targets)
  - Newsletter:
    - Subscribers (specific target for businesses)
    - Open rate
    - Click through rate (CTR)
  - Website:
    - Average time on site (session duration)
    - Increase in number of sessions (visitors)
    - Bounce rate
    - Views and downloads of the Ten Opportunities prospectus from the LEP website
  - LinkedIn:
    - Number of followers
    - Number of impressions
    - CTR
  - Twitter:
    - Number of followers
    - Number of impressions

- CTR
- Increased awareness of CloS LEP and our purpose and activities (measured by an annual survey)
- Influence stakeholders locally, nationally and internationally by building strong relationships
- Promotion of the Ten Opportunities, which is underpinned by the Strategic Economic Plan (Vision 2030) measured by:
  - Views and downloads of the Ten Opportunities prospectus from the LEP website
  - Attendance at the Ten Opportunities events
  - Attendance at the LEP annual event
  - Engagement with the annual survey
  - Feedback from events through surveys

### **The role of the CloS LEP**

We need to demonstrate leadership of communication for and on behalf of the Cornwall and the Isles of Scilly economy. To achieve this we will:

**INFLUENCE/CHALLENGE** – The LEP will inform decision-making processes (at a central government/EU levels as well as within CloS), representing a range of business-led views from across CloS. We are independent, with our own resources. We can be disruptive in our approach and thinking in order to make a positive difference. We must be enquiring and inquisitive – challenging ourselves and seeking challenge from others. We will take risks if we need to in order to achieve the best results.

**INFORM** – from the business perspective – key statutory plans and policies, notably Local Transport Plans, the Local Plan and linked issues such as health and education. We act in an open-minded and inquisitive way. Our role is to lead and facilitate new thinking and innovation in implementing economic growth. We are ambassadors and advocates of and for business in CloS.

**INVEST** – funds we have secured through National Government to deliver the objectives of our Strategic Economic Plan (Vision 2030) and our Ten Opportunities. Where we can, we will prioritise alternative financing rather than always using grants. We will maximise opportunities for public and private leverage alongside our investments. We will focus investments for strategic impact aligning with our Vision 2030 and Ten Opportunities work.

**WORK IN PARTNERSHIP AND COLLABORATE** – working with a range of key partners and wider stakeholders, including the two Unitary Local Authorities, those from the private sector and from voluntary and community groups, to continue to make real headway in relation to the agreed priorities for CloS. Where a joint approach is most effective we will also work closely with others. In particular other LEPs, the CloS Local Nature Partnership and the CloS Health and Wellbeing Boards.

Doing so will aid the communication of the Ten Opportunities prospectus and our Strategic Objectives as outlined in Vision 2030:

- Business: thriving businesses that excel
- People: inclusive growth and a skilled workforce
- Place: improving infrastructure and economic distinctiveness

However, the communication of the Ten Opportunities and our Vision 2030 is a shared responsibility. We recognise our interventions alone will not be sufficient to drive the communication of the economy of CloS, however, they form an important part of a private sector led awareness agenda for inclusive growth.

We also aim to achieve our strategic objectives by providing support to initiatives and activities driving economic growth within CloS. These include, but are not limited to, Enterprise Zones, Invest in Cornwall, the Growth Hub & Skills Hub and Business Regulatory Support (formerly BBfA).

### **Our Values & Personality**

As a partnership across the private and public sectors, it is important to be guided by a common set of values and personality which set a benchmark for the way we work. These are aspirational yet achievable:

- Inclusive
  - Accessible, enabling, supportive
- Collaborative
  - Coordinated, cross-sector, aligning
- Independent
  - Impartial, strong willed, responsible
- Entrepreneurial
  - Experience, enterprising, strategic
- Ambitious
  - Bold, forward-thinking, aspirational

Our values and personality are explained further in Appendix 2. As well as our guiding principle in which we ensure that the culture, communities and environment of CloS remain special and unique; the LEP adheres to the highest standards, adopting the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership. The Board will publish agendas for, and minutes from, its own meetings and Board members will make every effort to make themselves available, particularly to businesses from across CloS. Ensuring clear lines of accountability and transparency are paramount.

In addition, the LEP has an assurance framework that guides local decision making to support accountability, transparency and value for money. [Our framework](#) follows national guidelines, practices and standards.

### **Key Messages**

It is vital, for this strategy to succeed that there is consistency in the messages we share across our various stakeholders. These messages have a common tone of voice reflecting a step change in current communication activity. They have a modernity and stronger personality, and in line with our aspirations are more inclusive.

- Cornwall and the Isles of Scilly is an exciting place to be, it is becoming the place where businesses thrive and people enjoy an outstanding quality of life
- Cornwall and the Isles of Scilly is a young challenger region that is willing to collaborate, facilitate and grow alongside our businesses, and is underpinned by a strong business-focused LEP, which is poised to deliver great investments.
- We are committed to making our economy work for everyone, we want as many people as possible to contribute to and benefit from growth
- We have both emerging and traditional sectors in our region. Recognising their potential and the opportunities they offer both locally and nationally to our economy and to our people is of great importance
- The LEP is not the only organisation supporting economic growth for Cornwall and the Isles of Scilly. The LEP works in close partnership with the private sector, the two councils, colleges/institutes of higher education and the third sector
- The LEP influences and challenges the decision-making within local and national government by representing the view of businesses
- The LEP informs key plans and policies, facilitating new thinking and innovation by being open-minded to ideas
- The LEP invests funds secured through national government to ensure the delivery of our strategic objectives.

### **Key Audiences**

We aim to engage with the widest possible audience at all times. We welcome dialogue with anyone interested in helping the LEP achieve our strategic objectives. Our main audiences are:

#### **Business related:**

- The businesses of CloS
- Business representative groups
- Social enterprises/voluntary sector

#### **Public Sector Related:**

- Cornwall Council officers and Councillors
- Isles of Scilly Council officers and Councillors
- MPs, MEPs, Lords, Ministers and Secretaries of State
- Parish Councillors

#### **LEP related:**

- Other LEPs
- LEP Network
- LEP sector specific groups

#### **Partners:**

- Growth & Skills Hub
- Business Regulatory Support (BRS)
- Local Nature Partnership (LNP)
- Health and Wellbeing Board (HWB)
- Invest in Cornwall

## **Media**

### **Communication Channels**

It is our overriding aim to become the 'listening LEP' by creating more opportunities for businesses to engage with us on their own terms as opposed to expecting them to often come to us.

We will employ a variety of communication channels. The channel(s) used will depend upon factors such as the audience, message and timescales. The channels listed below are not an exhaustive list. Appendix 3 provides more details on what they are and their proposed use.

- LEP website
- Growth Hub & Skills Hub – including the BRS portal
- Social Media
- Events
- Filming – and 'snapshot' style films made for social media
- Media releases – proactive and reactive
- E-newsletters
- Blogs, case studies
- Printed materials/downloads

The LEP is changing the way we do business with business. We want businesses to actively engage in the communication of the Ten Opportunities and our strategic economic and business plans. To do this, and successfully achieve our role in influencing, challenging and informing decisions and actions to drive inclusive growth for CloS we will engage with a wider range of businesses across more specific opportunities.

We will do this through events, such as a large annual events, and relevant engagement activities such as consultations and sector specific events. We will use these interactions with the business community to gain a wide range of feedback and to invite attendees to express an interest in joining task and finish groups to progress specific points identified. We will increasingly use electronic surveys as a means of gaining feedback and testing responses we have received or ideas generated after relevant events or by the task and finish groups.

This revised approach will allow opportunities for more people to engage with the LEP and will mean a less onerous commitment for individuals. It will allow us to quickly respond to opportunities and create a mechanism for gaining meaningful feedback and ideas from the wider business community.

## Resource

The LEP executive team lead for this activity is the Head of Governance & Operations with support from the Communications & Engagement Manager, Engagement Lead and Communications Officer. Together they will manage the resources (human and financial) required to deliver the activities as well as managing the contracts with any external providers. In addition a Board Director 'Task & Finish Group' will be convened when relevant to offer insight and opinion on the communications plan and its status.

To reflect our commitment to working in partnership it is essential to ensure joined up thinking and activity with key partners and clear protocols for dissemination of messaging (Appendix 4) such as the;

- Local Nature Partnership
- Health and Wellbeing Board
- Relevant business representative groups

This will include joint communication messages and activities such as events and sponsorship.

## Events

Events represent a great opportunity to engage stakeholders. During the 2017/18 financial year, the delivery, due to capacity, has been outsourced to the Cornwall Chamber of Commerce and Industry (CCCI). During 2018/9 the exec communications team expect to bring all future events 'in house' to maximise budget and agility of the LEP to respond at pace. The criteria below detail the basis on which we will support or arrange events. Requests for support, from the LEP, for events will be assessed against these. They will also be used by the LEP when asking for partners to deliver activities on our behalf.

- A predominantly business audience;
- Represent an opportunity to reinforce the LEP's role to:
  - Influence/challenge
  - Inform
  - Invest
  - Work in partnership
- Clear link to the Ten Opportunities and Vision 2030;
- Focused around one or more of Ten Opportunities or a strategic intervention;
- Represent value for money in terms of reach

An events plan for calendar year 2018 is attached at Appendix 1 – this includes key events being delivered by others where the LEP will have a clear presence/involvement plus our own events led by the LEP exec.

## Sponsorship

To improve the return on investment for our sponsorship activity and have a transparent process for those seeking sponsorship we will be clear on what the LEP will sponsor and the process by which to apply for sponsorship. The executive team can then respond effectively and efficiently to any requests. There are agreed limits in place, based on the level of investment required, for decision making based on role. The Head of Governance & Operations can approve applications that meet the criteria, within the agreed annual budget. If the budget is likely to be exceeded the CEO will approve applications and may refer this to the board if necessary.

The criteria for evaluating requests are:

- Have other suitable sources of sponsorship being considered? Is this something that would be better supported via the Growth & Skills Hub?
- Does the opportunity further the aims and objectives of our Ten Opportunities, business plan or Vision 2030?
- Does it provide an opportunity to engage with target audiences, especially businesses and young people (especially those under 16)?
- Is there private sector commitment to the event in place? (This will give credibility, helps to test whether there is real value in the event, and starts to prepare people for when public funding is less readily available)
- Does it provide an opportunity to engage with an audience our other activities aren't reaching?
- Does it represent a good return on our investment (reach (circulation, unique visitors, numbers attending), level of LEP presence both pre and during the activity; speaking opportunity)?
- Level of resource needed by the LEP to realise and manage the opportunity

There are certain activities the LEP already has a commitment to sponsor. For 2018/19 these can be found in Appendix 1.

The opportunity for LEP sponsorship will not be actively promoted. Individuals or organisations approaching the LEP will be asked to complete an application form. This will allow the executive team and the SME representative on the Board to evaluate the request against the above criteria. A decision based on this evaluation will then be clearly communicated.

A review of our sponsorship commitments and the appropriate budget will be completed as part of the annual business planning process.

## Evaluation

The success of this strategy will be determined by the successful completion of the objectives outlined in this document. For 2018 the specific targets for these objectives are:

Objective	Baseline 2017	Target 2018
<b>Increased business engagement</b>		
<b>Events</b>		LEP presence at 1 event per month. Specific targets for each event are in Appendix 1 (approx. 1170 attendees/interactions)
<b>Newsletter</b>		
Subscribers	1,626	12 new subscribers per month
Open rate	30% (2017 average)	35%
Click through rate (CTR)	8.4% (2017 average)	12%
Campaigns sent	6 (2017 total)	10
<b>Website</b>		
Average time on site	02.30minutes	03.00 minutes
Number of sessions (visitors)	2,211	3,000
New users	1,281	1,500
Returning users	1,551	1,750
Bounce rate	53%	50%
<b>LinkedIn:</b>		
Number of followers	146	400
Number of impressions	3,666 (2017 total)	5,000
CTR	58 (2017 total)	150
<b>Twitter</b>		
Followers	2,377	2,800
Impressions per day	1,950 (2017 average)	2,500
Tweets per month	57 (2017 average)	60
<b>Promotion of the Ten Opportunities:</b>		
Views and downloads of the Ten Opportunities prospectus	NA	1,000
Attendance at the Ten Opportunities events	NA	120

Attendance at the LEP annual event	NA	140
<b>Increased awareness of LEP purpose and activities</b>		
Engagement with the annual survey	NA	500
<b>Influencing Stakeholders</b> Measured to be developed in early 2018		

Progress towards achieving these objectives against planned spend against the communication and sponsorship budgets will be reported to the board quarterly.

The strategy will be reviewed annually, as part of the business planning process, to determine the activities and budget for the following year. This work will be led by the board sponsor with support from the executive team.

### **Implementation**

Sarah Trethowan will continue to act as overall sponsor of the strategy to provide support and challenge to those charged with implementation of the Communications Work Plan. This does not remove the responsibility from other directors and members of the executive team from their responsibilities to ensure clear, consistent, open and honest communication at all times.

Appendix 1: Events schedule & targets

Appendix 2: Brand values, personality and tone of voice

Appendix 3: Communication Channels Engagement

Appendix 4: Media Protocols



October 2017

# CIoS LEP

**Brand values,  
personality  
and tone  
of voice**

# The CloS LEP brand

**Our brand is like our DNA: it should shape our everyday behaviour and influence everything we do.**

# Brand values

**We've boiled our offering, audiences and points of difference down into five core values. Individually, they describe how and why we do what we do; taken together, they form our unique brand identity.**

# Inclusive

accessible,  
enabling,  
supportive

Our sole aim is to help make Cornwall and the Isles of Scilly (CIoS) a better place to live, work and do business for all. This sense of inclusivity drives our decision making, as we sponsor and support the services that benefit all businesses, from the flower farms on St Martin's to Cornwall-wide chains. By removing barriers and pointing people in the right direction, we make sure that the support available is accessible.

We've helped to facilitate the expansion of digital and physical infrastructure, providing opportunities to both businesses and residents. We also enable projects that benefit the workforce, such as retraining older staff or working with universities to prepare the next generation for employment. We're keen to hear feedback, too, so we keep our channels of communication open. By enabling people and business to progress, we're helping to improve the economic landscape in a way that can benefit everyone in the region.

# Collaborative

coordinated,  
cross-sector,  
aligning

We work with people and organisations from all across CloS, from SMEs, big businesses and government bodies to universities, colleges and charities. Each sector plays an important part in the region's financial ecosystem: by connecting these sectors and aligning their interests, we can help the ecosystem to thrive.

Wherever we can, we promote opportunities for collaboration to create new projects and optimise existing ones. By identifying potential partnerships, highlighting shared aims, and opening pathways for organisations to work together, we can channel the region's assets towards a common goal. This is where our strength lies – despite relatively limited resources, Cornwall's capacity for collaboration means we can coordinate and amplify our efforts.

# Independent

impartial,  
strong-willed,  
responsible

It's our neutrality that enables us to coordinate other sectors effectively. We're a private, non-profit organisation, unaffected by personal financial interest or party politics. So we're free to explore different avenues and options, and offer a fresh way of thinking. As a small region with devolved powers and Cornwall's unitary authority, we can work as a test bed to try new ideas and drive developments.

Our independence also allows us to challenge our partners. We can view plans and projects with an objective eye, sense checking proposals and suggesting improvements. It's our responsibility to demonstrate leadership by informing and influencing decisions; we take our role as a leader seriously, championing the interests of all businesses in CloS at a national level.

# Entrepreneurial

experienced,  
enterprising,  
strategic

While the LEP is comprised of professionals from all sectors, we take an enterprising approach to our role. With everything we do, we seek to maximise efficiency and outcome, and it's the positive economic impact of a project, not our personal or political beliefs, that shapes our thinking. With our own specialist knowledge, access to experts, and the best data on the CloS economy, we can advise, make decisions and take well-judged risks based on experience and statistical evidence.

Through our partnerships, we've allocated over £1bn to the areas of CloS that will most benefit the business landscape, and we continue to seek new sources of investment. But CloS need a strategy for a sustainable, inclusive economy that doesn't depend solely on funding. We're working towards a self-sustaining system by facilitating everything from research and trade to infrastructure and strong local institutions. Moving forward we remain open to challenge and opportunity, always ready to adapt to change with a strategic response.

# Ambitious

bold,  
forward-thinking,  
aspirational

We're ambitious about the future of CloS – the region may be small but it packs an economic punch. Renowned globally as a mining powerhouse, CloS have a rich and colourful economy. The region's natural assets and heritage of creative and technical innovation offer a deep well of opportunity. Emerging tech sectors continue to thrive, while our bedrock industries of tourism and agrifood provide a strong foundation to build on.

Our aim is to transform CloS into an exemplary regional economy by enabling businesses to progress, collaborate and capitalise on our assets. It's an ambitious goal but, if we can communicate our vision and create a sense of belief, it's entirely achievable. The region is poised to become a national player; with ambition, boldness and optimism, we can carve out our place at the forefront of the UK economy.

---

## **Inclusive**

accessible, enabling,  
supportive

---

## **Collaborative**

coordinated,  
cross-sector, aligning

---

## **Independent**

impartial, strong-willed,  
responsible

---

---

## **Entrepreneurial**

experienced, enterprising,  
strategic

---

## **Ambitious**

bold, forward-thinking,  
aspirational

---

# Brand key

**On the following page is our brand key. This summarises our brand and the things that affect it, such as sector**

**environment, audiences and our main point of difference. It's a useful tool to refer back to when making brand decisions, as it provides a quick and easy-to-understand overview of the CloS LEP. It also contains our core essence – a short phrase that encapsulates our brand.**

**Brand values**

- Inclusive
- Collaborative
- Independent
- Entrepreneurial
- Ambitious

**Audience benefits**

Rational

- Business and skills support
- Funding
- Economic strategy

Emotional

- Collaboration
- Local pride
- Sense of certainty/security

**Primary audience insight**

I want a fertile business landscape that links skills, support and infrastructure, where people collaborate to strengthen the Cornish economy.

**Sector environment**

- Other LEPs
- Chamber of Commerce
- Cornwall Council
- Invest in Cornwall



**Reasons to believe the values**

- Not for profit
- Local business leaders and experts guiding it
- Successful programmes and projects
- Working for the regional economy, not just individual interests

**Core brand essence**

Seeing the bigger picture for the CloS economy.

**USP**

Only the CloS LEP can facilitate large-scale collaboration across different industries and sectors with the common goal of developing the CloS economy.

**Target audiences**

Primary

- Wider business community and partners (beneficiaries)

Secondary

- Government and local councils (stakeholders)
- Residents of Cornwall and the Isles of Scilly

# Personality traits

**From our values, we've developed five personality traits. If our brand values are at the core of what we do and why we do it, our brand personality is how we represent this: it shapes the way we interact with our audiences.**

---

## **Open** fair, helpful, receptive

We're tuned in to the needs of business, and we help people find the support and information they need.

---

## **Considered** clear, concise, well-informed

We can structure convincing arguments and convey complicated information in a way that's easy to understand.

---

## **Driven** determined, decisive, confident

In everything we do we demonstrate confidence and leadership. We have purpose, we're efficient and we're authoritative.

---

---

## **Effective** professional, productive, detailed

Our work gets results. We tailor our approach to a context to optimise the outcome. And we back up our claims with real examples and statistics.

---

## **Optimistic** inspiring, creative, modern

The future excites us. We're full of energy, enthusiasm and ideas, and the way we talk inspires others.

---

# Tone of voice

**Our tone of voice is unique to us. It's how we bring our brand personality to life and create consistency in our written communications. The following guide contains easy-to-follow tips on how to use language, grammar, syntax and style to effectively write in the CloS LEP tone of voice.**

# Open fair, helpful, receptive

*We're tuned in to the needs of business, and we help people find the support and information they need.*

Our main goal is to enable businesses to grow, so our written style should reflect this by being accessible and open; we want our readers to find what they're looking for. We shouldn't assume that our readers understand the acronyms we use, so always write them out in full when first used, followed by the acronym in brackets; thereafter, just use the acronym. We'll need to do this for each page on the website, as users may not read through the site as we expect them to, and in all discrete documents.

Whether we're writing for businesses, Government or residents, remember that our reader will be a real person. Words and phrases such as 'human capital' and 'exploit' are dehumanising – they belong to economics, not business-to-business (B2B) copy. Instead, demonstrate that we're understanding and receptive with phrases such as 'we know' and 'we understand' when writing about worries, difficulties or concerns. Similarly, avoid overly corporate language in public communication.

Refer to the LEP as 'we' and 'us', and the reader as 'you'. This pulls the reader into the text by speaking to them directly, demanding attention and inviting an emotional response. Contractions, such as 'we're' (we are) and 'there's' (there is), help to create an approachable tone without compromising professionalism.

Be open by highlighting the challenges we face when discussing a topic, before setting out how we can overcome them. This is most powerful when following a positive statement as it creates a sense of progress and achievability, rallying the reader with the final solution.

We also want the reader to find our writing as useful as possible. Observing the tips under the 'Considered' trait (page 16) will help this by making copy clear and concise. Also be sure to make it easy for the reader to act: strong, relevant calls to action make it clear what the reader should do.

# Considered

## clear, concise, well-informed

*We can structure convincing arguments and convey complicated information in a way that's easy to understand.*

Our writing should be clear, concise and easy to understand. Before beginning a piece of writing, especially long-form copy, make a plan. Think about the key messages and what we're trying to achieve with this written content, then structure your argument. When writing, use sub-headings, bold font and bullet points to make your copy easy to digest.

As in the 'Effective' trait (page 18), the vocabulary you use may differ depending on the audience, but always aim for plain language – it communicates ideas quickly and easily. Explain ideas in as few words as possible: once you've written a piece

of text, reread it and ask yourself, Can I communicate the same message in fewer words? Axe anything unnecessary. Try to keep sentences below 30 words on average.

If possible, it's useful to let a written piece sit overnight and revisit it with fresh eyes the next day, or ask a colleague for feedback. Sometimes when we're writing we know what we want to say but it may not be clear to others. For example, phrases such as 'we are now ready to capitalise on those investments' make it sound as though the LEP will directly benefit. Take a step back or ask a second opinion and rephrase your copy for clarity.

Another way to create clarity is to explain abstract ideas and the results of actions. For example, 'We plan to integrate with the Local Nature Partnership,' could be followed by 'to protect our wildlife and landscape.' Better yet, put the positive result, or the benefit, before the action: 'To protect our wildlife and landscape, we plan to integrate our priorities with the Local Nature Partnership.' When you lead with the benefit you elicit an emotional response in the reader, which compels them to read on.

Finally, be sure to fact-check any statistics or data we use. Sometimes we may need to trust our sources, but ultimately we are responsible for making sure our facts are accurate. Any mistakes or outdated data make us seem ill informed and undermine our expertise.

# Driven determined, decisive, confident

*In everything we do we demonstrate confidence and leadership. We have purpose, we're efficient and we're authoritative.*

One way to show our confidence is to use the active voice rather than the passive. In writing, the active voice is when we perform an action and the passive voice when we are absent

from the action. For example, 'We've made progress' is active, whereas 'Progress has been made' is passive. While the LEP may be a facilitator and can't claim ownership of certain things, in this sense 'we' refers to the region and business community in an inclusive, collaborative way. Also, avoid sounding resigned, e.g. 'We've made progress, but there's more to do' is stronger than 'Although we've made progress...'. However, you can make use of the passive voice as a way to avoid placing or accepting blame: for example, 'a mistake has been made' is preferable to 'we made a mistake'.

Don't be afraid to use semicolons, as long as you use them properly. A semicolon is used to separate items in a list that's preceded by a colon and to link two clauses that could be distinct sentences but are related in theme. Using semicolons correctly shows our confident grasp of language and allows us to tackle complex ideas. And don't be afraid to start a sentence with 'And' or 'But' – it's an impactful way to make a point.

One way to create a confident tone is to use short, strong statements followed by explanations – the statement hooks the reader and the explanation provides the detail. For example, 'All the pieces are in place. With the right input, we can transform Cornwall into the space-sector hub of the European continent.'

# Effective professional, productive, detailed

*Our work gets results. We tailor our approach to a context to optimise the outcome. And we back up our claims with real examples and statistics.*

Businesses, investors and Government need to be convinced that we're worth listening to. To show that we're effective, use solid details to anchor abstract ideas. Back up our claims with examples and statistics; we have access to the best data, so use it. For example, when writing about the 'transformation

of our digital landscape', tie it to a number or percentage, such as the 51% turnover growth of the Truro & Redruth digital cluster. Not only does data give our voice more authority, it also makes ideas easier to digest and gives our reader valuable information, which in turn will influence their view of us as an effective partnership.

Similarly, avoid being vague when writing about our aims for the future. When we make statements such as 'Bringing together the needs of employers and the abilities of the workforce is key...' mention how this can be done. We don't need to go into fine detail, just list some tangible actions – for example, through skills workshops, increased internships and apprenticeships, and links between industry and education.

Imaginative lifestyle details can also help to tether our ideas to the real world. For instance, 'Whether you're a freelance designer in Falmouth or a coffee-shop owner in Camelford, we want to hear from you.' Naming specific locations and jobs makes your message feel practical rather than academic.

To maximise the effectiveness of our copy, always tailor it to the audience we're writing for and the context in which it will be read. This means adjusting the language, tone and level of detail. An elevator-pitch document needs to be strong and snappy, whereas a longer news story can go into detail, and a social media post will be more informal. Before writing a piece of text, consider who will read it, how much time they'll have and how engaged they are likely to be.

# Optimistic

## inspiring,

## creative,

## modern

*The future excites us. We're full of energy, enthusiasm and ideas, and the way we talk inspires others.*

To inspire others and appeal to our target audience, we need to talk more like a creative B2B brand than a public-sector body. Vary the length and style of your sentences to create pace and energy. Longer sentences, with asides and additions, can communicate complex points and create a sense of breathlessness. Short sentences pack a punch. By mixing sentence lengths we'll keep our audience's attention and create a rhythm that compels them to continue reading.

Prefer using verbs over adjectives. Verbs create action and progression, whereas adjectives are descriptive and static. Adjectives also feel like opinion, whereas verbs feel like fact. Similarly, be wary of turning verbs into adjectives or nouns, as this kills the action. For example, 'This has resulted in the transformation of our employment landscape' is weak, whereas 'This has transformed our employment landscape' is strong. This will also help with pacing copy and keeping it concise.

Creative and persuasive writing techniques are useful for engaging audiences and building a modern tone of voice. The rule of three (e.g. blood, sweat and tears) is a well-known and effective rhetorical device that creates rhythm, sticks in the mind and concludes a sentence with strength. Alliteration and assonance are also useful creative techniques, though these should be used sparingly and subtly. They should also feel natural, not forced: for example, 'trailing new technologies' works whereas something such as 'terrific technology' comes across as artificial.

Use words that suggest change, such as 'transform', 'radical', 'overhaul' and 'revolutionise'. This gives the sense that the work we do makes a difference, and that we have ambitions for the future. Dynamic verbs such as 'flourish', 'thrive' and 'expand' also create a sense of progression. Maintain this energy by avoiding repetition, as repetition makes copy feel stagnant. Read through your writing and swap any overused words for suitable synonyms.

# At a glance

- Write out acronyms in full when first used, followed by the acronym in brackets, and then use the acronym only thereafter.
- Avoid words and phrases that seem callous, such as ‘exploit’ and ‘human capital’.
- Show that we’re receptive by using phrases such as ‘we know’ or ‘we understand’ when writing about potential worries.

- Avoid overly corporate language in public communications.
- Refer to the LEP as ‘we’ and ‘us’, and the reader as ‘you’.
- Use contractions, such as ‘we’re’ (we are) and ‘there’s’ (there is).
- Be open about the challenges we face before positively setting out how we can overcome them.
- Use strong, relevant calls to action.
- Plan your argument structure before writing copy.
- Consider the key messages you want to communicate and stay on topic.
- Use sub-headings, bold font and bullet points to break large blocks of text into digestible segments.
- Use plain language.
- Explain ideas in as few words as possible.
- Reread, edit and shorten copy.
- Try to keep sentences below 30 words on average.
- Take a break and reread copy to check for clarity, or ask a colleague for their opinion.
- Explain abstract ideas and the results of actions.

# At a glance continued

- Highlight and lead with the benefits.
- Fact-check any statistics or data.
- Prefer the active voice to the passive.
- Avoid sounding resigned or defeated.
- Use the passive voice to avoid placing or accepting blame.

- Use semicolons.
- Start sentences with 'And' and 'But'.
- Use short, strong statements followed by explanations.
- Use solid details to anchor abstract ideas.
- Avoid being vague when writing about our plans for the future – try to succinctly sum up what we plan to do.
- Use specific details, such as lifestyle, profession or geography, to tie text to the real world.
- Consider the audience we're writing for and the context in which they're reading the text.
- Vary the length and style of sentences.
- Prefer using verbs to adjectives.
- Try not to turn verbs into nouns.
- Use the rule of three.
- Use natural, subtle alliteration and assonance.
- Use words that suggest change, such as 'transform'.
- Use dynamic words such as 'flourish', 'thrive' and 'develop'.
- Avoid repetition.

# Sample passages

**The following sample passages have been written using the unique CloS LEP tone of voice.**

# Elevator pitch

## before:

Cornwall & the Isles of Scilly are a leading domestic brand; this strength does not translate to a comparable global presence hence there is significant potential for the CIoS' tourism sector to grow through achieving greater access to high value overseas visitor markets.

*This is quite difficult to absorb: it's a 43-word-long sentence that has a complex syntax and is full of technical language. Because of this, the main message gets lost. It's also fairly abstract, with no solid details to tie the argument to. The result is a sentence that requires rereading, potentially losing the reader's interest. And, finally, it ends weakly, with an abstract phrase that is distanced from the key message by too many adjectives.*

## after:

As a leading domestic brand, Cornwall's tourism sector attracts over four million UK staying trips every year. But the region's huge potential to draw in holidaymakers from around the world has yet to be fully realised.

*The whole paragraph has been cut to 36 words and neatly packages the information for the reader to digest as two bite-sized sentences. These sentences differ in structure, creating rhythm and pace. There's no complex or technical language – the message is clear and concise – and the argument includes a statistic to provide quantitative detail. By beginning the second sentence with 'But' we hook the reader before finishing on the main point, and we frame this point in a positive way that reaches into the future. As a whole, the paragraph has an editorial style, leading with the current state of affairs and then introducing the key message in an open-ended way.*

# Integrated Territorial Investment Strategy

## before:

We have consulted widely on this strategy and engaged with businesses, communities and local stakeholders, including the Local Nature Partnership and the Health and Wellbeing Board. The institutions and people of Cornwall and the Isles of Scilly support our proposed approach and this is reflected in Cornwall Council and the Council of the Isles of Scilly's endorsement of this strategy.

*This is quite a chewy paragraph. The first sentence is OK, if a little long, but the results of this consultation aren't really explained. The second sentence is, once again, long and tortuous. It contains a lot of information and isn't structured effectively, which makes it dry and hard to digest, with no clear key message cutting through.*

## after:

To create this strategy, we've consulted with businesses, communities and local stakeholders, including the Local Nature Partnership and the Health and Wellbeing Board. This is why the companies and councils of Cornwall and the Isles of Scilly support this strategy: it represents the interests of our businesses, place and people.

*This revised copy begins with 'To create', the infinitive form of a verb associated with creativity and power, immediately setting a lighter tone. This light tone is maintained by contracting 'we have' to 'we've'. The first sentence remains much the same, though any superfluous words have been trimmed to make it more succinct. The second sentence is much punchier, and cleanly cut into two key points separated by a colon: this gives it rhythm and makes it easier to absorb. The final clause spells out the results of the consultation, and why the councils endorse the strategy, rather than just stating that they do. It also ends using the rule of three, concluding the paragraph with a mnemonic phrase that sticks in the reader's mind.*

# Copy style guide

**This copy style guide contains tips on formatting, spelling, grammar and punctuation to ensure that our written communications are consistent in style.**

# Figures

When writing body text, numbers one to ten are written in full and numbers 11 onwards are in figures.

One exception to this rule is at the beginning of a sentence. A sentence should always start with text and never with digits, regardless of the figure indicated. However, if the figure is very large, such as those going into the hundreds, try rewording the sentence rather than writing the long number in full at the beginning.

The one exception to the above is in short snippets where space is limited, such as captions or bullet points. However, ensure there is consistency across a bulleted list, and not a mixture of bullets starting with figures and written numbers.

When writing ordinal numbers (first, second, third, and so on), follow the same rule as writing out numbers generally. If the number falls below 11, write it out in full, but if it is 11 or over, put it into figures (e.g. seventh, 17th). The abbreviations following numbers (e.g. 11<sup>th</sup>, 21<sup>st</sup>) should be written in regular type rather than superscript (small letters).

**Centuries and anniversaries:** Write in figures, e.g. 21st century and 11th anniversary. Do not use a capital C for the word century.

**Decades:** Should not contain apostrophes: it should be 1990s, not 1990's, and '90s, not 90's. In the case of '90s, the apostrophe indicates that the 19 is missing from the beginning of 1990; note that the apostrophe curls to the left, not the right.

**Thousands:** When writing numbers in the thousands they should contain a comma, e.g. 36,000.

**Money:** Write as follows: £1 million, £2,300, £1.80. Whole pounds do not need decimals at the end.

**Percentages:** Always write in digits, even if the number is ten or below (e.g. 9%).

**Measurements:** Both full and abbreviated units of measure should be in lower case (ml, cl, litres) unless derived from a proper noun, e.g. °C (named after Anders Celsius).

**Phone numbers:** Format regular numbers as follows: 01872 224214, with five numbers followed by six (not five followed by two sets of three).

**Times:** Write times as follows: 9am, 4.30pm, using am and pm rather than the 24-hour clock. For consistency, don't put full stops between pm and am, and don't put .00 after whole hours (e.g. it is 5pm, not 5.00pm).

**Dates:** When writing dates, format them as per the following example: 1 January 2018.

# Punctuation and formatting

**Sentence ends:** Use a single space at the end of a sentence.

**Quoting:** Direct quotes from people, such as comments in press releases, should be put within double quotation marks. Quotes from books, websites, videos and other media should be within single quotation marks.

**Inverted commas:** Phrases such as ‘one size fits all’ and ‘test bed’ do not need to be in inverted commas when used as part of a sentence. For instance, ‘there’s no one-size-fits-all approach’ and ‘the region is a test bed for new ideas’ are correct.

**References to media:** Magazines, books, booklets, films and television programmes should have their titles written in italics. For instance, *Business Cornwall*. Only capitalise the letters which appear as capitals in the original title. Articles taken from magazines or newspapers should be referred to within single quotation marks.

**Titles:** Should be written with major words capitalised. All articles (a, the, an), coordinate conjunctions (and, or, nor) and prepositions (in, on, beside) should be lower case.

**Headings and sub-headings:** Write in sentence case for consistency, with only the first letter of the first word and any proper nouns or adjectives (e.g. ‘Cornwall’ and ‘Cornish’) having a capital letter.

**Bullet points:** If the text following a bullet point functions as a complete sentence then it should start with a capital letter and end with a full stop. If the text following a bullet point acts as part of a longer message, with the text preceding the list ending with a colon, then each bullet point should begin with a lower-case letter and end with a semicolon. In this instance, the final bullet point should end with a full stop.

**Abbreviations and acronyms:** The abbreviations ‘e.g.’ and ‘i.e.’ should have full stops after each letter, whereas titles (Dr, Mr), countries (UK, US) and acronyms (LEP, STEAM) should not have full stops. All phrases written as acronyms should be written in full when first used, immediately followed by the acronym in brackets; from then on the acronym alone may be used. For example, write ‘Local Enterprise Partnership (LEP)’ the first time and then simply ‘LEP’ thereafter.

**Exclamation marks:** Should only be used on social media, and used sparingly. Never use two or more exclamation marks (!!) or a question mark and an exclamation mark together (?!).

# Punctuation and formatting

**Forward slashes:** When using a forward slash there are no spaces either side of it, e.g. write it like/*this*.

**Colons and semicolons:** Colons indicate that the following information relates to the word or phrase preceding the colon or to precede a list. Semicolons are used in long lists that follow a colon, or in between two clauses that are linked in theme but could function as complete sentences. Both colons and semicolons should always be followed by a space and never preceded by one.

**Ampersands:** Unless you're referring to a business name in which the '&' symbol is used, write out 'and' in full within body text. However, ampersands may be used in short headings or captions, as long as this is kept consistent and not mixed with uses of 'and' in the same material.

**Apostrophes:** Use an apostrophe to indicate a contraction, e.g. 'we have' becomes 'we've' and 'Cornwall is' becomes 'Cornwall's'. An apostrophe should also be used when indicating possession, as in 'the LEP's role in the economy'. The one exception to this is 'its'. 'Its' indicates possession and doesn't have an apostrophe; 'it's' with an apostrophe exclusively means 'it is'. Apostrophes should not be used to indicate plurals, even with acronyms.

**Plural possessives:** A plural possessive is used in writing when more than one of something 'owns' something else. The way you write this depends on the last letter of the word. If the plural word doesn't end in S then it is correct to put an apostrophe followed by the letter S: for instance, 'Cornishmen's'. As the plural word 'Cornishmen' ends in an N, it is correct to indicate possession with an apostrophe and an S. If the plural word ends with an S, then the correct practice is to place an apostrophe after the word, e.g. 'our board members' duties'. In this case, the 'duties' belong to multiple board members so the apostrophe comes after the S to indicate plural possession.

# Capital letters

**Company names:** Brand or company names should be capitalised.

**Job titles:** Should only be capitalised when referring to a specific position, e.g. 'Chief Executive'. When referring to a general staff type, e.g. 'the board members', use lower case.

**Proper nouns/adjectives:** Proper nouns/adjectives (e.g. Cornwall/Cornish) should always be capitalised.

**North, east, south and west Cornwall:** North, east, south and west are only capitalised if forming part of a proper noun. North Cornwall is therefore capitalised when referring specifically to the parliamentary constituency, but if generally talking about northern Cornwall then lower case is fine.

**South West:** Should be capitalised when referring to the English region, yet lower case in other uses, e.g. 'the South West business community' and 'the south west of Cornwall'.

**Acronyms:** Should always be capitalised.

**Government:** Should be capitalised when referring specifically to a group that governs or has governed a state. It should not be capitalised in the phrase 'local government'.

# Hyphens and dashes

Hyphens and dashes are used for different purposes. Short hyphens (-) join words or numbers, whereas longer dashes (–) indicate an additional comment or an aside.

When using a dash to indicate a pause or aside in a sentence – such as this – it should be longer than a hyphen and have a space on either side. In this case, no extra punctuation should come before the first dash or after the second. For example, the following sentence shows the correct use of dashes: ‘Four LEPs – Cornwall and the Isles of Scilly, Dorset, Heart of the South West, and Swindon and Wiltshire – have commissioned an independent enquiry.’

If you’re using a hyphen to represent the word ‘to’ (e.g. 2011-15), or to join two words (e.g. ‘business-led’), use a short hyphen with no space on either side.

If two or more words are being used to directly describe the following word then they should be hyphenated, for instance ‘well-judged risks’ or ‘private-sector-led group’. The exception to this is with adverbial compounds in which the adverb ends in *-ly*, which are not hyphenated, e.g. ‘rapidly growing sector’.

Numbers from 21 to 99 when written out in full should be hyphenated, e.g. ‘twenty-one’ and ‘ninety-nine’.

# Hyphens and dashes

**Business-focused** and world-leading are therefore hyphenated when used to describe something that immediately follows, e.g. ‘a business-focused organisation’ and ‘a world-leading creative economy’, but not hyphenated in any other usage, e.g. ‘we are business focused’ and ‘the creative economy is world leading’.

**Start-up** is hyphenated as a noun and adjective but not a verb, e.g. ‘start-up companies’, ‘digital start-ups’ and ‘when you start up a business’.

**Decision-making** is always hyphenated.

**Ages:** The phrase ‘year-old’ should be hyphenated, but ‘years old’ shouldn’t.

**On-site** is always hyphenated, even at the end of a sentence, e.g. ‘they have training facilities on-site’.

**Part-time** and full-time are always hyphenated.

**Coordination and cooperation:** For consistency, write as one word without a hyphen.

**Ending in -ed:** Two-word adjectives in which the second word ends in -ed, such as ‘old-fashioned’, should always be hyphenated, e.g. ‘old-fashioned thinking’ and ‘this thinking is old-fashioned’. However, if the second word is a verb it follows the same rule as ‘business-focused’, e.g. ‘a well-researched plan’ and ‘this plan is well researched’.

# Miscellaneous notes and common mistakes

**Affect and effect:** Affect is a verb meaning ‘to have an effect on’. Effect is both a noun and a verb. The noun means ‘a change which is a result of an action or other cause’. The verb means ‘to bring about’, e.g. ‘to effect change’.

**Asterisks\*:** Don’t use asterisks unless they are absolutely essential. They can create a negative impression, as they’re associated with hidden terms and conditions.

**Is and are:** ‘Is’ follows a singular, e.g. ‘The LEP is’, whereas ‘are’ follows a plural, e.g. ‘we are’. People often trip up on words that seem plural but are actually singular, such as ‘team’, ‘group’ and ‘trio’, especially if they refer to a plural. For example it should be ‘our team of experts is...’ not ‘our team of experts are...’

**T&Cs** does not contain an apostrophe (it is not T&C’s).

**Test bed** is written as two separate words when it’s a noun (e.g. ‘CloS is a test bed’) and hyphenated when an adjective (e.g. ‘a test-bed region’); test bed isn’t a verb and shouldn’t be used as such.

**That and which:** ‘That’ is used when making one point, whereas ‘which’ is usually used when adding extra information. For instance, ‘A strategy that covers business, people and place’ shows the correct use of ‘that’. ‘This strategy, which we wrote in partnership with other LEPs, covers business, people and place’ shows the correct use of ‘which’ as it offers extra information. Note that when using ‘which’ to introduce extra information it is always preceded by a comma.

# Miscellaneous notes and common mistakes

**That and who:** ‘Who’ is used to refer to people, e.g. ‘the graduates who energise our economy’. ‘That’ should be used to reference things or groups, e.g. ‘the team that...’ not ‘the team who...’ When referencing things and groups, also follow the above advice for using ‘that’ and ‘which’.

**Then and than:** ‘Then’ is used to indicate a following event/action or a consequence. ‘Than’ is used for comparison, e.g. ‘rather than’.

**There, their and they’re:** ‘There’ means ‘in, to or at that place or position’, e.g. ‘over there’. It also is used to indicate the fact or existence of something. ‘Their’ means ‘of or belonging to them’. ‘They’re’ is a contraction of ‘they are’.

**Email** should be written as one word rather than ‘e-mail’.

**Website** is one word.



## 2018 Communication Channels Engagement

Activity	Lead	Occurrence
LEP Website	<ul style="list-style-type: none"> <li>• Debbie               <ul style="list-style-type: none"> <li>○ Sarah C</li> </ul> </li> </ul>	Daily
LEP Twitter	<ul style="list-style-type: none"> <li>• DCA               <ul style="list-style-type: none"> <li>○ Alex</li> </ul> </li> </ul>	Daily
LinkedIn	<ul style="list-style-type: none"> <li>• DCA               <ul style="list-style-type: none"> <li>○ Alex</li> </ul> </li> </ul>	Daily
Growth Hub	<ul style="list-style-type: none"> <li>• Matt               <ul style="list-style-type: none"> <li>○ Alex</li> </ul> </li> </ul>	Weekly
Skills Hub	<ul style="list-style-type: none"> <li>• Matt (Clare)               <ul style="list-style-type: none"> <li>○ Alex</li> </ul> </li> </ul>	Weekly
Invest in Cornwall	<ul style="list-style-type: none"> <li>• Tim               <ul style="list-style-type: none"> <li>○ Matt</li> </ul> </li> </ul>	Weekly
Generating positive PR	<ul style="list-style-type: none"> <li>• DCA               <ul style="list-style-type: none"> <li>○ Matt &amp; Alex</li> </ul> </li> </ul>	Monthly
Newsletter	<ul style="list-style-type: none"> <li>• DCA</li> </ul>	Monthly
Chairman's Blog	<ul style="list-style-type: none"> <li>• DCA</li> </ul>	Monthly
Case Studies	<ul style="list-style-type: none"> <li>• DCA               <ul style="list-style-type: none"> <li>○ Matt &amp; Alex</li> </ul> </li> </ul>	Monthly
Key Stakeholders	<ul style="list-style-type: none"> <li>• Tim               <ul style="list-style-type: none"> <li>○ DCA &amp; Matt</li> </ul> </li> </ul>	Quarterly
Cornwall Council Member involvement	<ul style="list-style-type: none"> <li>• Sandra               <ul style="list-style-type: none"> <li>○ Tim</li> </ul> </li> </ul>	Quarterly
Stakeholder Involvement and Events	<ul style="list-style-type: none"> <li>• Chamber               <ul style="list-style-type: none"> <li>○ Matt/Alex/Sarah C</li> </ul> </li> </ul>	Quarterly
Briefings	<ul style="list-style-type: none"> <li>• DCA               <ul style="list-style-type: none"> <li>○ Tim &amp; Matt</li> </ul> </li> </ul>	Quarterly
Parliamentary Briefings	<ul style="list-style-type: none"> <li>• Sandra               <ul style="list-style-type: none"> <li>○ DCA &amp; Tim</li> </ul> </li> </ul>	Quarterly
LEP Annual Event	<ul style="list-style-type: none"> <li>• Chamber               <ul style="list-style-type: none"> <li>○ Matt/Alex/Sarah C</li> </ul> </li> </ul>	Annually
LEP Survey	<ul style="list-style-type: none"> <li>• Matt               <ul style="list-style-type: none"> <li>○ LEP Board &amp; Alex/Sarah C</li> </ul> </li> </ul>	Annually
LEP Annual Report	<ul style="list-style-type: none"> <li>• Tim               <ul style="list-style-type: none"> <li>○ Matt &amp; Alex</li> </ul> </li> </ul>	Annually

## Partners Social Media Handles

Organisation	Twitter handle	Manager
Cornwall Chamber	@Cornwallchamber	TBC
Islands Partnership	@IOSPartnership	TBC
FSB	@FSBCornwall	Ann Vandermeulen <a href="mailto:Ann.Vandermeulen@fsb.org.uk">Ann.Vandermeulen@fsb.org.uk</a>
Growth Hub	@CloSGrowthHub	Kirsty Miles-Musgrave



		<a href="mailto:kirsty@ciosgrowthhub.com">kirsty@ciosgrowthhub.com</a>
Invest in Cornwall	@invest_cornwall	Kelly Trelease <a href="mailto:Kelly@investincornwall.com">Kelly@investincornwall.com</a>
Aerohub Cornwall	@AerohubEZ	Melissa Thorpe <a href="mailto:melissa.thorpe@cornwalldevelopmentcompany.co.uk">melissa.thorpe@cornwalldevelopmentcompany.co.uk</a>
BRS	@BRS_Cornwall	Reece Johnson <a href="mailto:Reece.Johnson@cornwall.gov.uk">Reece.Johnson@cornwall.gov.uk</a>
Cornwall Council	@CornwallCouncil	Shirley Northey <a href="mailto:socialmedia@cornwall.gov.uk">socialmedia@cornwall.gov.uk</a>

## 2018 Communications & Marketing Protocols

The protocols apply to any LEP or partnership document, including:

- LEP press releases, quotes or statement to the media
- Any communication or document, in whatever form, prepared by the LEP for public consumption, including advertising, leaflets, newsletters, reports, posters, banners, fliers or web sites
- Any document or publicity the LEP is involved in producing with other people or other organisations. If the publication is produced in partnership or is a joint document then the protocol applies
- Any publication that has the LEP's name on it, even if there are many other contributors and the LEP is not the main author
- Publications produced by consultants employed by the LEP

### Press relations

All press calls should be routed through DCA in the first instance, emails should have Matt Silver cc'd on them so the LEP Exec Team is aware. If an officer or a member is contacted directly by a local or national or European journalist the protocol is to:

1. Take the name of the journalist, the publication they represent, their telephone number and email address.
2. Then advise the journalist to contact DCA in the first instance (by calling 01208 77900 and asking for Director, Jason Clark) or offer to transfer their call.
3. Notify Matt Silver in LEP Exec Team (07805737444 [msilver@cioslep.com](mailto:msilver@cioslep.com)) immediately if DCA are unable to take the call and provide the journalist's contact details. Matt Silver will then contact the journalist directly to maintain contact until DCA resume responsibility.

Officers who are asked by the LEP Exec Team for assistance in responding to press enquiries should do so quickly so that press deadlines are met.

Officers should notify the LEP Exec Team of issues that may be of future press interest so statements can be prepared in advance of enquires if necessary.

- All LEP media enquiries to be routed via DCA as the LEP's PR agency.
- DCA to liaise with Isles of Scilly Council Press Officer, and Cornwall Council (Trisha Hewitt /Michelle Jeuken) press offices as appropriate depending upon the story.
- Share details with Cornwall Council (Trisha Hewitt /Michelle Jeuken) of all media statements, quotes, press releases before they are issued by the LEP to ensure consistent messages are issued and appropriate people informed.
- Board directors to be quoted in LEP press releases rather than officers– always quote the Chairperson (Mark Duddridge) and include others depending upon the subject or if the Chairperson is unavailable. Preference to be given to private sector LEP board directors being quoted on behalf of LEP.

- Communications & Engagement Manager (Matt Silver) to coordinate sign off of PR/quotes with Tim Bagshaw, Sandra Rothwell or Mark Duddridge (as relevant).
- When the Chairperson is on leave, press releases to be checked with Vice Chairperson (Chris Loughlin) or appropriate Board director depending upon subject.
- Check Isles of Scilly perspective on relevant stories.

### **Press enquiries, interviews and press releases**

All media must be routed through DCA in the first instance as outlined previously.

### **Press releases or publicity material relating to specific funds**

The LEP is committed to working with our partners to fulfil the various funding publicity requirements. When preparing any press or media announcements or publicity material the LEP, Grant Recipient or third party is to liaise with:

#### **ERDF, ESF & EAFRD**

Alex Ledbrooke, Engagement Lead 01872 241379 [aledbrooke@cornwall.gov.uk](mailto:aledbrooke@cornwall.gov.uk)

#### **GD 1, 2 & 3 RGF & GPF**

DCA

In addition emails should cc Jordan Whaley [jwhaley@cornwall.gov.uk](mailto:jwhaley@cornwall.gov.uk)

The attribution of marketing, promotional and advertising materials that reach the public unsolicited should be clearly laid out. It should be clear that the LEP is responsible for the event or service, so the inclusion of the LEP's logo and other elements of the visual identity is a prerequisite. Partners may contact the LEP Exec team for branding guidelines.

The LEP recommends adhering to the publicity advice given to ensure all press releases are compliant.

### **Distribution of messaging**

The LEP recommends that all partners work together collaboratively to ensure timely and relevant messaging. The flow charts below lines out the route of sign off so all partners have sight or contribution to press releases. This will ensure no team or partner is underprepared should they be asked for clarification by the media, a business or resident.

To enable a clear route of messaging all partner press releases, updates or events which affect the business community in Cornwall and Isles of Scilly will be uploaded to the LEP website and distributed to partners.

Figure 1: Press releases generated by DCA or the LEP/EG Communications Team

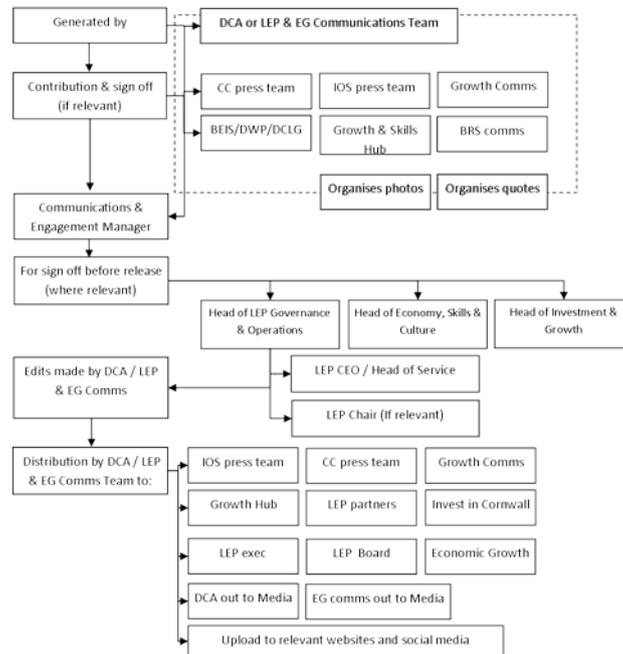


Figure 2: Flowchart of 'sign off'

