

**Executive Committee 28<sup>th</sup> November 2018**  
**Covent Garden Displacement Plan**

**Appendix 2**

**Car Park Displacement Plan – Communications Plan (Draft)**

The project timelines and key milestones will dictate how and when we can promote this.

Sitting as it does as part of the HQ relocation application; it has the potential to become quite complicated in its narrative. However this communication strategy will focus on delivering a straightforward and consistent narrative to key audiences.

It will be based on 4 strands of work highlighted in the table.

Developing our District - This is the all-encompassing brand which re-enforces the message that this project is one of the many initiatives and projects the council is undertaking to improve not just Leamington but the wider district. It reinforces the council as forward thinking and innovative, with decisive leaders making well-informed decisions about the future.

<b>Communication Objectives</b>	<b>Organisational Objectives</b>
Deliver clear communication about the closure of Covent Garden – engaging with all users at appropriate milestones Communicate the displacement clearly - ensure users know where to park and for how long during development Maintain footfall in Leamington Demonstrate the support that WDC is giving to businesses during the development period Promote the brand that Leamington is a thriving town centre Promote the long term benefits of short term challenges Promote the improvements being made to the service	Reputational – the council is open, honest and timely with the news That it delivers what it says WDC is listening to town centre businesses and residents' issues It delivers a project that is safe for the local environment and that it communicates and mitigates any risks (noise/dust/transport) Economic Impact is mitigated to the town during the development and for the long term Achieve support of influential stakeholders in the town in delivering both the comms and the project

<b>Strand 1</b> <b>Open for Business</b> <i>branding</i>	<b>Strand 2</b> <b>Where do I park?</b> <i>Parking developments</i>	<b>Strand 3</b> <b>Where do I park now?</b> <i>Live information</i>	<b>Strand 4</b> <b>PR</b> <i>Reputational</i>
<b>Objectives</b> <ul style="list-style-type: none"> <li>• Maintain footfall</li> <li>• Increase dwell time</li> <li>• Facilitate easy pedestrian wayfinding</li> <li>• Maintain recruitment levels</li> </ul>	<b>Objective</b> To deliver a clear and consistent messages about where to park - driven by the project milestones	<b>Objective</b> To provide timely, accurate, and positive information and direction to everyone coming into Leamington by car	<b>Objective</b> To provide open & honest dialogue with all target audiences To mitigate and respond to issues raised in a timely, effective way To brief and update key officers & councillors with the latest, accurate news To prevent issues undermining the positive messages Agree who is dealing with the minutiae and how Manage expectations of decisions taken
<b>Questions to answer</b>  What does Leamington Spa offer <i>me</i> ? How accessible is Leamington Spa for <i>me</i> ?	<b>Questions to answer</b> What's happening at Covent Garden? What are my options for parking now? How do customers know I'm still here? Where do I tell them to park?	<b>Questions to answer</b> Where is the closest car park for Long/Short stay? I've no clue where I'm going now! How can we stop the chaos?	<b>Questions to answer</b> Why no affordable housing? How do you know you'll deliver on budget and on time? How do you know it'll only affect one Xmas?
<b>Target Audiences</b>  Persona 1: Frequent visitors (inc. residents) Persona 2: Current & potential employees	<b>Target Audience</b> Permit Holders Covent Garden businesses Covent Garden Car Park users Residents living close by Friends of Victoria park	<b>Target Audience</b> Commuters Visitors to the town centre Shoppers Those attending events Businesses	<b>Target Audience</b> Press Councillors Senior management Stakeholders Friends of

<p>Persona 3: Ad-hoc/infrequent tourists (leisure &amp; business)</p>	<p>WDC staff</p>	<p>WDC Staff</p>	<p>Groups Staff</p>
<p><b>Key Messages</b>          Persona 1: Frequent visitors (inc. residents)          There's more to Leamington than you think</p> <p>Persona 2: Current &amp; potential employees          There is a strong economy in leamington (in fact it's world-class): you should be running businesses or working here</p> <p>Persona 3: Ad-hoc/infrequent tourists (leisure &amp; business)          Leamington is a thriving place to visit with loads to experience</p>	<p><b>Key messages</b>  <b>Leamington – you can still park</b>          Covent Garden to close on 31 January          Covent Garden Countdown to closure          Demolition Day!          Spaces created at X car park - updates          Covent Garden progress</p>	<p><b>Key messages</b>  <b>We'll get you there</b>          There will be some challenges          We are here to help          This is the best route          We apologise for any inconvenience          Please leave time for your journey</p>	<p><b>Key messages</b>          Project Milestones          Developments in the process          Clear understanding of issues          Clear communication of problems and hurdles that arise          Ensure the positive narrative cuts through          Ensure that the negatives don't reflect negatively on decision makers          Effect project management          Decisive Leadership          Effective budgeting of the project</p>
<p><b>Travel specific</b>          Free parking at RSH at Christmas          Emphasise sustainable forms of transport – support environmental issues          Emphasise healthy transport choices – support the health &amp; wellbeing agenda</p> <p>All tied to specific events or places.</p>	<p><b>Travel specific</b>          Permit holders – where to go          What do businesses tell customers?          Improved parking – RINGO          Planning apps progress          Increase in spaces across town          Noise/dust mitigation          Air quality          Working with businesses close to Covent Garden</p>	<p><b>Travel specific</b>          Rangers          Wayfinding          Directions          Modal change – deals with train, bus, park &amp; stride          Offers and discounts with businesses – as Bid have done</p>	<p><b>Travel Specific</b>          Project timescales          Development work practicalities and risk          Trees          Dust          Noise          Traffic flow/diversions          Chaos/confusion          Congestion          Delays/lateness</p>

<p><b>Tactical delivery</b></p> <p>Across all personas:</p> <ul style="list-style-type: none"> <li>Regular good news PR campaign (to a wider regional audience) regarding accessibility, business successes, sustainability – building a solid, positive message that Leamington is a ‘good’ place</li> <li>New and improved physical pedestrian wayfinding</li> </ul> <p>Persona 1: Frequent visitors (inc. residents)</p> <ul style="list-style-type: none"> <li>LoveLeam website</li> <li>WDC website</li> <li>Facebook paid advertising re: specific messages/news/events</li> <li>Regular calendar of events (organised or facilitated by WDC)</li> <li>Accessible print materials</li> </ul> <p>Persona 2: Current &amp; potential employees</p> <ul style="list-style-type: none"> <li>Inward investment/talent</li> </ul>	<p><b>Message delivery/Activities</b></p> <p>Bus livery/taxi livery  Billboards  Hoardings at Covent Garden  See Local  Petrol pumps  Press release/conference/briefings  Social media  Letters/emails  Newsletter</p>	<p><b>Message delivery/Activities</b></p> <p>Rangers  Signage, Maps  Wayfinding  Website/google search  Social media  Partner offers – voucher books with Bid, Spa centre, event organisers  Bus/rail offers  WCC Active Travel  Newsletter</p>	<p><b>Message delivery/Activities</b></p> <p>Press briefing  Public meetings  Consultation/survey  Press releases  Letters  Emails  Website  Social media – infographics/cartoons images  Newsletter  Talking Heads - FB Live Q&amp;As with Leader</p>
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<p>pipeline website</p> <ul style="list-style-type: none"> <li>• Job &amp; careers fairs</li> <li>• LinkedIn promotion targeting professionals (with specific skills/in a specific geography)</li> </ul> <p>Persona 3: Ad-hoc/infrequent tourists (leisure &amp; business)</p> <ul style="list-style-type: none"> <li>• Increased Instagram profile (paid &amp; free content) combined with relevant hashtag research &amp; use</li> <li>• Updated content &amp; strengthened SEO on relevant SE pages (inc. search-optimised blog content)</li> </ul>			
<p><b>Strand 1 Lead Partners</b> WDC Economic Development(in collaboration with Shakespeare's England WCC Inward Investment BID and Stagecoach)</p>	<p><b>Strand 2 Lead Partners</b> WDC Car Park Manager WDC Building Control</p>	<p><b>Strand 3 Lead Partners</b> WDC Car Park Manager – Rangers WCC</p>	<p><b>Strand 4 Lead</b> CMT/Project Manager Media team</p>

### How will we deliver each strand?

#### Strand 1:A thriving Royal Leamington Spa ongoing from Christmas 2018

Principles:

- Creative marketing that tells the Leamington story
- Integrated & consistent multi-platform communications

- Emotion-led
- Utilise strong Calls To Action (CTAs)
- Be data-driven in our activities: monitor stats and refine as needed

To end Jan 2019:

- Gain access to LoveLearn website & update where needed – begin to use this as the lead Leamington website (supported and cross-promoted by other websites managed by WDC)
- Paid Facebook advertising around Christmas in Leamington (WDC or Royal Leamington Spa facebook?) highlighting free RSH parking or other transport options to events
- Implement enhanced pedestrian wayfinding around town with colour-coded key routes throughout the town
- Explore opportunities for discounted travel for town centre employees
- Complete setup of data collection mechanisms
- Provide partners with updated content/relevant media briefings to ensure their promotion aligns with ours

Upon closure:

- Making the development a feature
  - Organise street art event on hoardings around site
  - Setup live stream of the building site (which will become time lapse video at the end of the project)
- Implement 'A Thriving Royal Leamington Spa'
  - Kickstart regular events calendar supported by strategic yet robust promotion – to take place monthly
  - Ensure monthly 'good news' PR campaign fulfilled covering the key messages

## **Strand 2 – Service Improvement & Covent Garden closure**

### **October**

Park & Stride

### **November**

RINGO – service improvement, competition for users

Park & Stride – health benefits, air quality messages

Planning applications for additional spaces

### **December**

Signage/maps in car parks

Wayfinding throughout the town – graffiti footprints

Engagement with permit holders & businesses near Covent Garden – Reminder of alternative options for parking

### **January – Covent Garden**

Plan a series of Car Park Take Overs – allow certain businesses to flypost/leaflet support visitors to the car park via sponsorship of a “walking train” or other PR activities

Countdown to closure – A0 posters/leaflets

Permit holders – letters/emails with parking options

Businesses near Covent Garden – leaflets/emails - where to park/where do customers park

Radio Campaign

Back of bus/taxi livery advertising

Video footage of Park and Stride

Video footage of Rangers and how they help

Demolition Day! PR Event around the end of the car park, saying goodbye type messages

### **February**

Covent Garden Rebuild – practicalities of the build – vehicles, dust, noise and how to mitigate where to go with queries and questions

Website updates – Q&As

Role of Rangers during this period

### **March/April onwards – forward looking**

Countdown to completion

timescales of the development

update on improvements

### **Strand 3 – Dynamic Support – where to park when you get here**

This would be on-going from February 2018

1. Electronic signage – regular updates on car park spaces
2. Social media live updates traffic jams/car parks closed/where to park
3. Top tips – ask for the public to comment on where they park, when etc....
4. WDC Website to host map of town centre car parks and pricing structure for long stay/short stay options
5. Update the Q&As on the website
6. Rangers in the town centre to be visible, helpful eg. Parking angels
  - Deal with complaints/problems
    - Phone for car users to use if they need to
    - Radio comms to Rangers office/website/social media for live updates
    - Vouchers/Bottle of water for Park & Striders
7. Work with partners to promote discounts on train/bus travel (Business Support/BID)
8. Work with Businesses to offer discounts to customers using bus/train travel(Business Support/BID)
9. Dedicated phone-line
10. PR - Park & Stride activity – videos to show where you can stride from and how long it takes to get into the town centre
11. Link with WCC Active travel
12. Case Studies – to feature on the website/social media to show who parks where:
  - Work all day in town centre, business owner, short stay appointment, shopping trip, event attendee



## Engagement Strategy

Engagement is the strongest indicator about how our customers (businesses and the public) feel about the council and the decisions it takes and a key factor in brand loyalty. It is easier to communicate to those who are engaged – they are more likely to support the council if they believe they are being heard and getting answers or having problems solved.

### 1. Humanise the council's communication

Customers want to know that they understand their needs and concerns, which means we should provide ample opportunity for them to provide feedback and to air their issues and concerns.

Live Q&A sessions on Facebook

Share Q&As on the website

Ask for suggestions/solutions from the public to be emailed in

Public meetings

Surveys/polls

### 2. Social media

This is now part of our everyday life and a key tool in engagement

Correcting inaccuracies

Responding quickly

Providing commentary

Give it some personality, rather than generic corporate content

### 3. Customer content

Videos and guidance should include real people/businesses

Offer space for businesses to promote themselves via our website/car parks

Ask businesses for regular feedback on the first week, first month etc of the demolition – do this directly, not via BID/Chamber

### 4. Email Marketing

Regular updates and feedback can be provided to businesses with a regular newsletter

Regular newsletter for the public