



MARKETING & COMMUNICATIONS POLICY



Marketing and Communications Policy			
Last Reviewed	March 2023	Next Review	February 2026
Responsible Officer	Chief Executive		

Policy Statement: We shall seek to maximise opportunities to market Freebridge's brand and activities and building working relationships with others in order to support the needs of our local communities, and customers as well as the delivery of Freebridge's vision, mission and business plan themes. We shall position and market the Freebridge brand, deliver targeted marketing and communications activities aligned with our business plan, and seek to maintain and enhance our reputation to all our markets, including the identification, creation and maximisation of agreed marketing and communications opportunities, and in doing so support a better West Norfolk.

Freebridge's marketing and communications activities shall enable the organisation to strengthen its competitive advantage, enhance its role and profile, within West Norfolk, and beyond.

Where requests are made for information about Freebridge's work, activities and decisions made by the Board, we shall consider these in an open and transparent way. Where we cannot provide certain information, we shall give clear reasons as to why this is the case.

Policy Detail:

We shall be:

- Targeted – responding to the needs of our markets.
- Timely – Ensuring an ongoing flow of marketing and communications activities, in the right place, at the right time.
- Coherent – Ensuring that we deliver joined-up messages about Freebridge.
- Relevant – Delivering effective marketing and communications activities that are relevant to the needs of our markets.
- Inclusive – Of all markets who may benefit from our products and services within our approach.
- Responsive – To, and anticipate, changes in our business objectives and our operating environment.
- Creative – Finding innovative and creative ways of delivering our marketing and communications objectives.

Our markets

We shall:

- Recognise our different markets have different needs and aspirations which will determine how we communicate and engage with them, including:
 - **Customers** – Existing, new and potential customers. It also incorporates very specific markets such as the residents of Hillington Square.
 - **Leaseholders** – Recognising that their needs differ from our tenants.
 - **Influencers** – Those individuals or organisations who, through their own positions, are able to support us to deliver our business objectives. This includes individuals who can influence opinion and can provide third party endorsement.
 - **Partners** – Existing and potential that we want to work with on projects and partnerships that deliver our business objectives.
 - **Employees** - Existing, new and potential that act as our advocates, in order that we attract, and retain, the very best staff; and
 - **The wider community of West Norfolk** – Those who live in the community and who will receive information through our existing marketing and communication channels.

Responsibilities

Leadership Team has responsibility for:

- Developing an effective organisational culture.
- Ensuring that marketing and communications forms part of the business planning process.
- Managers are individually and corporately responsible for ensuring that effective communications is promoted and that they consider marketing and communications within their role.

Employees, contractors and suppliers:

All employees, regardless of job role or remit have a responsibility to consider their role in marketing and communicating around Freebridge and its activities, and ensure that they adhere to our brand and visual identity.

Approach

Our Marketing and Communications activities are focused around two themes:

1) Corporate Marketing and Communications

- **Brand and visual identity**

We shall:

- Develop and enhance our brand and visual identity to ensure it continues to be fresh and appropriate.

- Support the work around long-term visioning, providing marketing communications activities which support the embedding of this visioning inside and outside of the organisation.
- **Existing, new and potential customer marketing and communications**
We shall:
 - Continue to deliver a range of marketing communications activities which enable us to promote what we do to our existing customers. This will be through channels such as Streets Ahead, the website, social media, an annual customer event and a suite of leaflets.
 - Review our existing customer marketing communications activities with the Customer Voice Panel to ensure that they continue to be relevant and accessible.
 - Review and consider marketing communications activities for new and potential customers, based on our learning from the Hillington Square project.
 - Make recommendations and implement activities which enhance the experience for our new and potential customers.
- **Leaseholders**
We shall:
 - Review and define our marketing and communications activities for leaseholders, to ensure that they remain timely and relevant.
- **Board communications**
We shall:
 - Share key messages with the Board members on an ongoing basis.
 - Ensure that we keep Board members informed through publications such as the Freebridge Focus and Streets Ahead.
 - Provide briefings and updates on key developments within Freebridge, as and when need exists.
- **Influencer marketing and communications**
We shall:
 - Determine the profile and position we wish to take to inform our influencer marketing and communications: and
 - Develop an action plan for communicating and engaging with influencers.
- **Partner marketing and communications**
We shall:
 - Continue to maintain an ongoing flow of communications with our partners, ensuring that they are engaged in the Freebridge brand, vision, mission and values and informed of our key activities. This will be through communication channels such as the e-bulletin and the partner focus group.

- **Existing and new employee marketing and communications**

We shall:

- Deliver an ongoing programme of marketing and communications for our employees linked to our [Employment and Human Resource Policy](#). This will include events, such as the Week of Wellbeing and Employee Conference, as well as targeted communications materials to promote and share key internal messages.
- Continue to develop and deliver bespoke marketing communications materials to welcome new employees into the organisation.

Potential employee marketing and communications

We shall:

- Recognise the challenges we face around recruitment and develop targeted marketing communications to attract employees to Freebridge.
- Work closely with the HR team, aligning our marketing and communications offer to meet their recruitment priorities and needs.
- Work in partnership with local employer partners to attract potential employees to West Norfolk.

- **Reactive and proactive media relations**

We shall:

- Continue to handle reactive media relations with a solution-focused approach, which demonstrates our integrity.
- Deliver proactive media relations, and actively source feature and interview opportunities, within the local and trade media.

- **Community leadership**

We shall:

- Take a leadership role within the community, identifying opportunities to be involved in projects and initiatives; and
- Act as ambassadors for Freebridge and market our services to a wider West Norfolk audience.

- **Web and new technology**

We shall:

- Continue to review our website on a quarterly basis, identifying ongoing improvements.
- Work with the ICT team, ensuring that we are ready and to take advantage of technological developments that can enhance how we deliver our marketing and communications.
- Maintain overall control and responsibility for social media management, identifying opportunities where we can empower and support our colleagues to take a more proactive role.

- **Third-party Marketing and Sponsorship Opportunities**

We shall:

- Only provide sponsorship where it is relevant and cost-effective to do so; and

- Support the activities and events of other organisations that are able to enhance our brand position.

2) Business Plan Priorities

- **Alignment with our Business Plan priorities**

We shall:

- Align our marketing communications activities with the Business Plan priorities ensuring that we provide targeted communications which support the delivery of these activities.

Review and Continuous Improvement

We shall:

- Review our marketing intelligence – such as our customer satisfaction survey and media clippings – to identify where we can deliver improvements in our marketing communications activity.
- Annually review the business plan and identify where opportunities exist for marketing and communications activities. Our role will be to enhance the delivery of the business plan activities through providing targeted and planned marketing communications actions.