

FOOD STANDARDS SCOTLAND COMMUNICATIONS AND MARKETING STRATEGY

1 Purpose of the paper

- 1.1. This paper presents a snapshot of communications and marketing activity during the organisation's first year, and sets out our communications and marketing approach to support the delivery of FSS's strategy.
- 1.2. Communications and marketing has a critical role to play in supporting delivery of the FSS vision. To achieve this, communications and marketing objectives are aligned to FSS strategic outcomes and all activity is planned to ensure it feeds into the broader organisational objectives. This paper demonstrates how during this first year, communications and marketing has begun the work of laying the foundations to establish FSS and its purpose in the public mind, as well as amongst our other audiences, including stakeholders, industry, the media, government and staff. It further outlines how FSS will build on this solid foundation in the years ahead.
- 1.3. The Board is asked to:
 - **Note** communications and marketing activity and results for 15/16.
 - **Agree** the FSS communications and marketing strategic approach.
 - **Note** communications and marketing plans for 16/17.

2. Background – Communications & Marketing 15/16

- 2.1. Prior to 1 April 2015, as the Board will be aware, there was a limited marketing function within FSAS, and the team was focused on delivery of FSA centrally-generated campaigns and a relatively narrow scope of communications activities: press office, events and some stakeholder communications. A communications and marketing approach was developed for FSS's first year founded upon putting consumers at the heart of everything FSS does and establishing a clear and differentiated identity for FSS, with a set of key objectives (Annex A) underpinning all activity to enable the Scottish public to make informed choices. This set out how FSS would engage with them, with the strategic role for consumer communications during 2015-16 being to:
 - build awareness of and trust in FSS;
 - provide public information to FSS audiences; and, where necessary
 - influence attitudes and motivate behaviour change.
- 2.2. The communications and marketing function and structure was developed to accommodate the work needed to deliver that set of objectives and new challenges. Recruitment for the team was based upon bringing in specialist marketing and communications knowledge and expertise to fill the significant skills gaps: a consequence of no longer having access to central expertise in FSA. The team was structured around two distinct but overlapping specialisms:
 - **External & Internal Communications**
 - Press Office
 - Incident and Crisis Management

- Proactive Media Relations
- Social Media
- Internal Communications
- Events
- Stakeholder Communications
- Publications

- **Marketing & Insight**

- Insight
- Tracking
- Marketing Campaigns
- Partnerships Marketing
- Field Marketing
- Digital Communications/Website
- Evaluation
- Brand Guardianship
- Education
- Funding

2.3. Procurement of specialist marketing and communications agencies via Scottish Government frameworks was undertaken during 2015-16 to give access to support and expertise and is a key enabler in the successful delivery of communications and marketing.

2.4. FSS has worked in partnership with its agencies, staff, stakeholders and consumers over the first year to support delivery of the organisation's vision: **to create a food and drink environment in Scotland that benefits, protects and is trusted by consumers**. Highlights and headline results for this year's key activities are set out in Annex B. Whilst 2015/16 provided many new opportunities and challenges for communications and marketing, some of these activities were carried over from the legacy of the FSA in Scotland, rather than being born from a communications and marketing strategy for FSS, supporting our organisation's priorities. Henceforth there will be a clear focus on activities to support FSS's Strategy.

2.5. Critical to the success for communications and marketing is its early integration with and involvement by other areas of the business. The business planning process and the development of the corporate plan to support the FSS strategy will of course enable a proactive approach rather than communications being seen as a bolt-on at the end of the planning process.

3. Discussion – Communications and Marketing Strategy

- 3.1. Our Communications and Marketing Strategy builds on the work of FSS's first year – a year which has seen awareness of FSS at 45% nine months in, with trust in the organisation amongst those who are aware at 70%. However, understanding of FSS's role is at a lower level, and now that FSS's priorities and desired strategic outcomes have been clearly articulated, some of the 'legacy' activities have been, or are in the process of being, re-evaluated in this light to ensure that all activity in the coming year is focused single-mindedly on helping deliver those FSS strategic outcomes.
- 3.2. In terms of the FSS vision, the keywords from a communications and marketing perspective are "...benefits, protects...and is trusted...". Communications and marketing will therefore support delivery of the FSS vision by:
- ...delivering and supporting FSS strategy: **Benefits**
 - ...articulating to the public that FSS is acting in its best interests: **Protects**
 - ...positioning and presenting FSS to establish understanding and respect: **Trusted**
- 3.3. To achieve this, we have developed a model which will be used as our approach to communications and marketing activities and places the Scottish people and their best interests at the heart of everything FSS does. This model frames the FSS Communications and Marketing Strategy (see Annex C for 16/17 plans):

The FSS Communications & Marketing Model



LISTENING

Insight is critical to the work that FSS Communications and Marketing does. FSS is an evidence-based organisation, and that applies to communications and marketing activity as much as for policy and operational work. Our approach means we will:

- Commission qualitative and quantitative research to understand better what our audiences think, feel, know and do, and to assess how close or far they are from where we believe the behaviours, knowledge and attitudes are that will contribute to achieving our outcomes. We will run waves 2 and 3 of the new Food in Scotland Survey during 2016-17, and will adopt an ongoing programme of social media listening to monitor consumer attitudes towards FSS's areas of interest. We will also evaluate higher spend activity to assess efficacy and apply those learnings to future activity.
- Apply the new FSS segmentation, and question whether activity is mass-audience and homogenous, or whether different segments require different approaches, and to cost-effectively and efficiently target spend towards the right communications channels.
- Engage with our audiences to understand how our messages can best reach them and how best to motivate behaviour change, and where feasible, to co-create activity. Qualitative insight gathering work will be commissioned to delve more deeply into motivation to change behaviour in relation to food safety and healthy eating.

ADVISING

We will give information and credible, useful, actionable advice 'from the experts', backed up by a solid and robust evidence base via:

- Reactive media relations – co-ordinating FSS's response to press enquiries relating to our areas of responsibility during and outwith incidents and crises. Ensuring spokespeople are media trained and briefed and providing on call cover.
- Proactive media relations – continuing to develop relationships with key figures in the Scottish media through 1-2-1s, exclusives and thought leadership/opinion pieces.
- Social media – building and leveraging our key social media channels (Twitter, Facebook, LinkedIn and YouTube) as one of our core means of disseminating advice and information. Using social media analytics and segmentation tools to provide the right information and advice to the right recipients in the right tone of voice in an engaging, visual way via a new image bank.
- Public Information Marketing Campaigns – using paid-for media channels to give out information in relation to, for example, the new/refreshed Food Hygiene Information Scheme. Additional planned public information campaigns hinge around (1) seasonality eg re-run of developed festive food safety campaign and new summer campaign; (2) vulnerable groups eg older people and (3) 'teachable moments' eg pregnant women, young home-leavers.

- Website development – phase 2 of the new website will be implemented following user testing in March 2016. This will ensure the site is user-friendly and designed for FSS's distinct audiences and is likely to be divided into two sections: one for a consumer audience and one for our other stakeholders, with an easily navigable homepage. New interactive tools and content will also be developed such that the site is more engaging and supports behaviour change campaigns.

MOTIVATING

Marketing is one of the levers for behavioural change available to FSS. To encourage action and motivate change, we will:

- Run campaigns based on evidence and insight. For example the Healthy Eating campaign for 16/17 is based on insight work aimed at reducing consumption of 'discretionary' foods. We will run the campaign on TV, outdoor, radio and digital, as well as through social media channels supported with PR and field and partnerships marketing in late summer/early autumn 2016.
- Use events and field marketing work to motivate behaviour change through 1-2-1 engagement and intervention.
- Leverage day-to-day social media content to engage with the public directly and 'nudge' via infographics, quizzes, polls etc.

SUPPORTING

It is critical that, when we are asking the public to undertake an action or make a change, we give them the tools they need to enable and support them. There are multiple ways we can support the public:

- Through interactives – both digital games and tools we will develop for the website and at events, and physical interactives which will be developed for events and field staff to use to engage with the public.
- By clear signposting to sources of information and advice in marketing collateral, whether through our own website or partners'.
- Via 'reminder items' – using promotional items as tools to support change post-engagement.
- Providing intervention and support at a local level, by working with other partners to extend our reach, particularly in more deprived areas.
- Ensuring support is targeted where it is most needed using our segmentation, and undertaking equalities impact assessments for larger-scale activities eg the Healthy Eating campaign. Marketing campaign activity will, in addition to the Healthy Eating campaign, target pockets of the population with specific messages in a way that is relevant to them eg teenagers who currently over-index for consumption of sugar-sweetened fizzy drinks.

PARTNERING

The FSS Communications and Marketing function covers stakeholder engagement, and it is important that we understand the stakeholder landscape in our sector, as well as broadening out the concept of 'stakeholders' to cover how we partner with industry, the media, the education sector, the public and staff to maximise the extent and impact of our communications and marketing activity. We will do this in 2016/17 by:

- Undertaking a stakeholder mapping to ensure FSS clearly understands our key stakeholders, to enable us to manage these relationships to best effect.
- Regularly communicating with stakeholders via the *FSS News Bites* quarterly e-newsletter and social media. We will engage directly with stakeholders 'toe-to-toe' through two forums and through a new initiative for 2016/17 – the FSS Seminar. This event will place FSS at the forefront of the food debate in Scotland, and will bring together key stakeholders with speakers from around the world with the opportunity for multilateral discussion.
- Acknowledging the key role of our staff as stakeholders in and drivers behind FSS's ability to achieve its objectives. Internal communications plans for 2016/17 include the publication of *The Standard* every quarter; an early adoptive move to Future Saltire – the new Scottish Government intranet that we can access and customise for internal communication; and developing activities to strengthen FSS as a cohesive team.
- Extending our partnerships marketing work and linking with brands, retailers and other public sector bodies where relevant and expedient to do so, to extend the scope, reach, credibility and spend of marketing work across multiple channels, including social media.
- Engaging with the media, consumers and the education sector, who are also partners to our work, as set out elsewhere in this paper.

CHAMPIONING

FSS clearly has consumers' best interests at its heart, so should be seen to be championing those as a key thread throughout all communications and marketing activity. In terms of a specific tangible action, that translates to:

- Development of an organisational narrative and **tone of voice**, alongside agreement of the core concepts underpinning the brand and FSS by way of an extension to our existing brand guidelines. To continue to gain ground and trust in the public mind, FSS should be seen to be:

Straight-talking – writing and speaking in Plain English. Telling it like it is in a conversational way, without obscuring the meaning behind 'policy speak' and jargon.

Agile - Making consumers aware of incidents and issues at the earliest opportunity. Responding in a timely and effective way.

Transparent – Being open and honest in what we say and do.

Expert – Being knowledgeable and informative, and giving advice backed up by research and a robust evidence base.

Trusted – Inspiring trust through everything we do.

Brave and bold - having the courage of our convictions. Doing what's right on behalf of the public, even if that's unpalatable to some.

3.4. This communications and marketing strategy and approach is applicable across all of FSS's outcomes and specifically is the mechanism for assessing progress against outcome 5.

4. Identification of risks and issues

4.1. There is risk attached to all communications and marketing activity: How will the message land? Will it be effective? What will the return be? These risks can all, to an extent, be mitigated through a consistent, evidence-based approach based on best practice and rigorous 'test and learn' evaluation. However, this risk is far outweighed by the fundamental risk attached to not engaging with the public and stakeholders, which would leave FSS open to accusation of being a faceless, navel-gazing organisation with a small voice and little clout. This strategy points to an outwardly-facing organisation seen to be consistently and effectively at the forefront of those areas for which it has responsibility and which is willing to interact, listen, learn and lead.

5. Conclusion

5.1. This Communications and Marketing Strategy is designed to allow for the timetabling of certain core and key activities whilst offering flexibility for changing demands and reactive work as required. Work will be monitored and evaluated on an ongoing basis, with regular Board updates advising Board Members of progress against our objectives.

5.2. The Board is asked to:

- **Note** Communications and Marketing activity carried out to date.
- **Agree** the Communications and Marketing Strategy for FSS.
- **Note** Communications and Marketing Plans for 16/17.

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ANNEX A – FSS Communications and Marketing Objectives 15/16

- Raise awareness of the new, independent, authoritative voice in Scotland for all food safety and healthy eating issues amongst public, stakeholder, business and media audiences.
- Drive traffic to the new FSS standalone website.
- Gain insight into FSS's consumer audiences in relation to food safety and healthy eating to inform our approach to communications and policy delivery.
- Influence attitudes towards food safety and healthy eating and motivate behavioural change.
- Initiate a two-way dialogue with our audiences, primarily in the digital realm, and ensure we are at the forefront of digital communications thereby aligning with SG priorities.
- Ensure communications are considered at an early stage of policy planning and integral to the process as a vital component of policy delivery.
- Collaborate with the public and private sector for a joined-up approach demonstrating our shared responsibility and extend the reach of communications to get our messages across in as cost-effective manner as possible.
- Evaluate all communications activity and where possible, calculate return on investment.
- Develop a programme of communication with key stakeholders to ensure they are engaged with the work of the FSS.
- Ensure office- and field-based FSS staff are informed through regular internal communications.

ANNEX B – Snapshot of 2015-16 Communications and Marketing Activity

Brand

- New identity and guidelines launched 1 April.
- Brand animation video developed to explain FSS's remit.
- The Rugby World Cup presented an opportunity for brand awareness-raising activity via sponsorship of an insert in the Scottish Sun.
- Pitch-side LED digital ads at Italy v Scotland 6 Nation February 2016.
- Brand awareness at 45% by December 2015, with that rising to 71% amongst campaign recognisers. Of those aware of FSS, 70% trust FSS to do its job and 76% consider it's doing a good job taking action where needed to protect consumers.

Website

- Large volume of content ported over and brigaded by audience onto newly-designed website on 1 April.
- Phase 2 work to make the site more user-friendly being scoped with user testing March 2016.

Social media

- New twitter and LinkedIn account and refreshed Facebook page.
- Twitter followers at 1.3K, and Facebook at 6.3K (up 150% from 2.5K 1 April 2015 approx).

PR

- 'Soft' launch 1 April 2015 (due to purdah) based around YouGov poll, press release and photocall with Maureen Watt, Ross Finnie and Geoff Ogle.
- Four Cs food safety PR campaign around a second YouGov poll and barbecue season.
- Launch of Nutrition Situation report in December and Kantar report in January with significant coverage.
- PR activity around campaigns and publications throughout the year.
- Proactive PR via one-to-ones with Scottish media and opinion pieces / thought leadership to raise profile eg Deep Fried Mars Bar, Our Food Future.
- 210 pieces of coverage at a PR value of well in excess of £575K and 15.1m OTS (opportunities to see).

Marketing Campaigns

- #LookattheLabel in November focusing on use by dates, front-of-pack colour-coded nutritional information, food storage safety tips and allergens labelling information. Media included trolley ads, 6-sheets around supermarkets, online display/PPC and a press partnership with the Daily Record.
- Out of home impacted 2.8m adults in Scotland, whilst the press partnership reached 1.45m and digital impressions totalled 8.3m.
- Festive Food Safety campaign 'Food poisoning is the last thing on anyone's list.' The campaign encouraged uptake of specific food hygiene actions, and was also designed to further raise awareness of the FSS brand. Campaign media included digital display, social media and video, and digital and backlit outdoor 48- and 96-sheets. Field activity from Union Connect complemented the core campaign, with our elves visiting shopping centres and train stations around Scotland to give out branded toilet rolls carrying key messages.
- Among campaign recognisers, 82% claimed to have taken some action, and YouTube views on the FSS channel jumped up to 117,000.

Events

- New stand at Royal Highland Show, visited by c15K people, 73% of whom interacted with it.
- FSS presence at Taste of Grampian, 50+ Show, Fresher's Festival and Dundee Flower & Food Show.

Tracking

- New Food Tracking Survey for Scotland to replace FSA Food & You and Biannual Consumer Attitudes Tracking Survey. Results published March 2016.

Segmentation

- Currently in final stages of development – segmentation model and pen portraits by behaviours, attitudes and knowledge towards food safety and healthy eating to be finalised Q1 2016/17.

Insight

- Insight gathering work for Healthy Eating campaign around discretionary foods January 2016. 'Follow the families' took potential creative routes back to some of the respondents to the insight work to co-create.
- FHIS consumer engagement work being undertaken January 2016 to feed into development of strategy for FHIS.
- Engagement with teachers March 2016 to assess FSS's activity in the education sector holistically to inform development of new programme and activity.

Education

- Cookincastle.com launched September. Provided news hook for PR coverage. Promoting to schools and primary school children again in March 2016. Over 30% of Scotland's primary schools are using the website regularly.
- A competition for primary schools to draw posters to convey key food hygiene and healthy eating messages culminated in January with the production of the FSS 2016 calendar and awards to the winners – another great PR hook to help FSS generate more awareness.

Internal Comms

- Ran the FSS People Survey in February. Results out swiftly – these demonstrate significant improvement from the last FSAS People Survey in 2014.
- Initiated Geoff's Weekly Email in the run-up to vesting day – this has continued subsequently and has received positive feedback as a vehicle for communication between senior management and the organisation. Monthly all-staff meetings have also been initiated as well as regular Ops staff events.
- The Standard launches March 2016 – a new internal newsletter.

Stakeholder Engagement

- Forums undertaken in advance of the move to FSS to engage with stakeholders and allow for Q&A. Additional forum in January to hear views on FSS Strategy, which is currently out to consultation.
- FSS News Bites quarterly magazine launched December with positive feedback.

“Although only months into the job, changes are already evident. FSS appears to be a less top-down anonymous operation than previously, with high-profile public appearances (the Royal Highland Show), a lively presence on social media and a daily updated news website.” (Cate Devine, The Herald 14.12.15)

ANNEX C – Communications and Marketing Plans 16/17

Communications and Marketing Plans 16/17												
	Q1			Q2			Q3			Q4		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MARKETING CAMPAIGNS												
Nutrition - Healthy Eating Campaign Media												
Nutrition - Targeted Campaigns												
Food Safety - Summer												
Food Safety - Festive												
Food Safety - Vulnerable Groups												
FHIS - Launch of new FHIS												
MARKETING INSIGHT AND EVALUATION												
Food in Scotland Survey Wave 2												
Food in Scotland Survey Wave 3												
Segmentation Update and Licence												
Social Media Listening												
Consumer Engagement & Insight (non-campaign)												
Teachers' Panels												
DIGITAL												
Website Update												
Website Interactive Tools / Content												
EDUCATION SECTOR												
Cooking Castle Promotion												
Primary Schools Programme / Resources												
EXTERNAL COMMUNICATIONS												
PR Support												
Social Media - Content, Boosts, Analytics												
Media Training												
EVENTS												
Royal Highland Show												
Public Events												
Promotional Materials												
INTERNAL COMMUNICATIONS												
Internal Comms												
STAKEHOLDER COMMUNICATIONS												
Stakeholder Forums												
FSS Seminar												
Stakeholder Engagement												
PUBLICATIONS												
Publications, Infographics, Photography & Illustration												