



**THE  
ROYAL  
YORKSHIRE  
REGIMENT.**

# **COMMUNICATION PLAN** **2023–2024**

# The Royal Yorkshire Regiment Communications Plan 2023-2024

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## 1.0 Strategy

### 1.1 Introduction.

The Royal Yorkshire Regiment's continued position as the Army's only county regiment was confirmed and reinforced in the Integrated Review (IR). As well as maintaining our Regular and Reserve battalions, we have been entrusted with the Army's new experimentation role; a notable differentiator that distinguishes us from other infantry regiments. In addition, and reflecting our strong reputation for excellence and confidence, we were selected to represent the English infantry in the new Union Division; an opportunity that we must exploit to the maximum. This is a remarkable set of achievements that we should be justly proud of, but we must ensure the Regiment thrives in the future, and to that end we must be clear on our new regimental vision:

***We are Yorkshire's Regiment, at the heart of the Union Division.  
We will strive for excellence in everything we do, to deliver for the Army of today  
and the Army of tomorrow***

**1.2 Strategic Objectives.** This document describes in detail how regimental communications supports the Regimental Strategy and specifically, underpins and enables all the Strategic Objectives. This plan has been updated to reflect the outcomes of the WPA Pinfold Brand and Marketing study, unit moves, the changes in unit roles and to de-risk and inform the inevitable changeover in personnel, especially those involved in the collection and collation of communications content. The Regimental Board has set seven Strategic Objectives (SOs) with a senior officer responsible for each:

- **Strategic Objective 1** - To support the delivery and retention of one regular infantry battalion, one experimental battalion and one reserve battalion in a whole force construct. This is our vital ground - all the other strategic objectives support this fundamental objective. [Owned by the Colonel of the Regiment].
- **Strategic Objective 2** - To achieve and maintain 100% of revised establishment in all three battalions. [Owned by the Deputy Colonel of the Regiment, supported by COs].
- **Strategic Objective 3** - Encourage, enable and support every member of the Regiment to realise their potential. [Owned by Deputy Colonel (People), supported by COs].
- **Strategic Objective 4** - Sustain a reputation for excellence across the Army and Defence. [Owned by the Colonel of the Regiment, supported by COs].
- **Strategic Objective 5** - Nurture the Regimental family with particular focus on our Iraq and Afghanistan veterans. [Owned by the Regimental Secretary].
- **Strategic Objective 6** - Mobilise the communities of Yorkshire as advocates of the Regiment. [Owned by the Honorary Colonel].
- **Strategic Objective 7** - Shape the creation, and exploit membership of, The Union Division. [Owned by the Colonel of the Regiment].

## 2.0 Aim of the Communications Plan

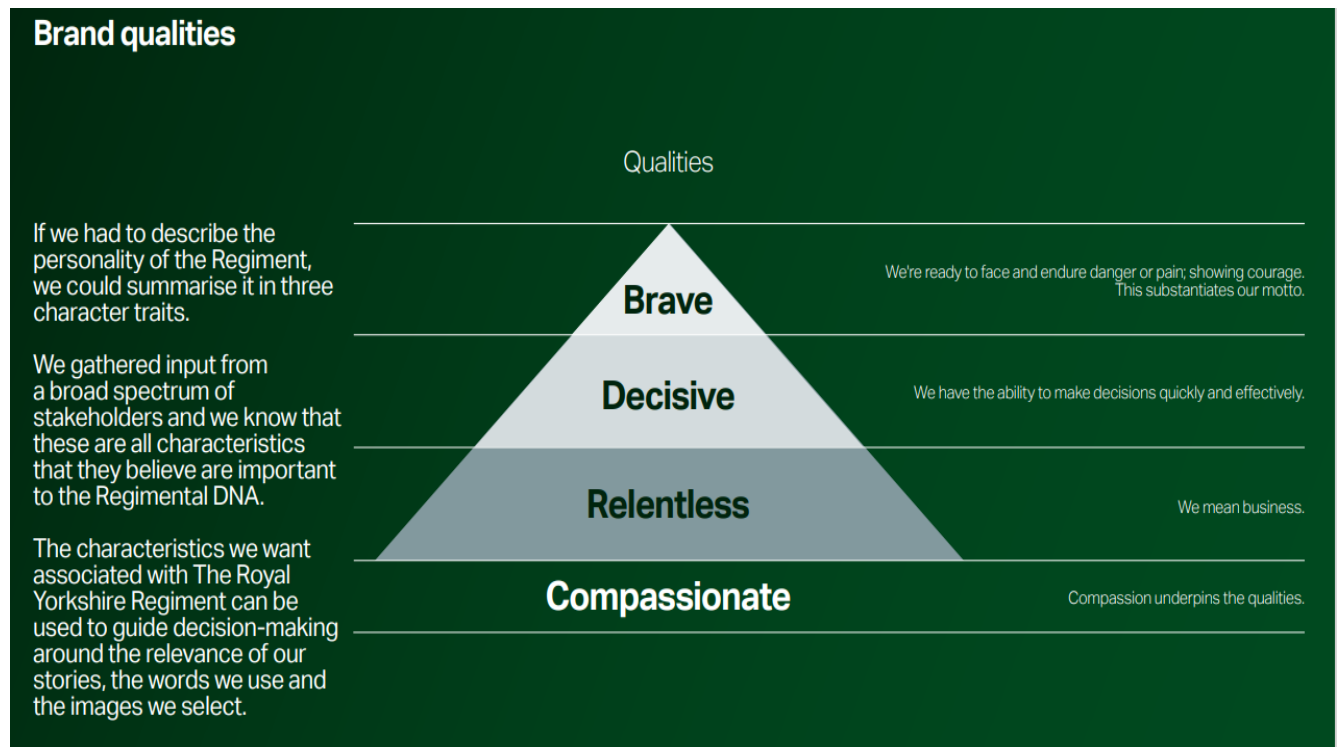
The aim of the revised Comms Plan is to provide structure, coherence and coordination on how the new Royal Yorkshire Regiment Brand, Brand Qualities and Values will be exploited to:

***Reunite the Regimental family, make our History and Heritage Relevant to today, leverage our differentiators to maximise our Reputation, ensure our comms Reflect a Regimental identity, and win over audiences by Owning Yorkshire.***

The Royal Yorkshire Regiment 'Brand' is a strength and a unique selling point and is approved by the Board:

***We are The Royal Yorkshire Regiment. Brave and decisive, with over 330 years of history behind us and driven by a relentless will to succeed in everything we do: harnessing battle-winning innovation for the Army of tomorrow; and providing a highly deployable force today, to train and fight alongside allies and partner nations. Ready for anything, anytime, anywhere (County-Proud. Combat-Ready).***

**2.1 The Royal Yorkshire Regiment Brand Qualities.** How we describe ourselves to both our internal and external audiences has changed. We are no longer 'Yorkshire Warriors', and we will prioritise identifying ourselves as a regiment rather than battalions or individual companies. Under the new banner of 'Yorkshire's Infantry', here are the characteristics that should be employed to best describes us to our audiences:



**2.2 Communicating the Brand Qualities.** By way of illustrating how we can apply the Brand Qualities to our internal and external communications using themes, captions, and narratives, the table on the next page adds some explanatory context:

<b>Brand Quality</b>	<b>Context</b>	<b>Enabling Events</b>
<p><b>Brave</b></p> <p><i>We're ready to face and endure danger or pain; showing courage. This substantiates our motto.</i></p>	Individual Acts & Recognition	Individual Awards Historical Individual Events & Awards
	Unit Acts & Recognition	Performance on Operations Historical Unit Events & Awards
	Difficult decisions/situations embraced	
<p><b>Decisive</b></p> <p><i>We have the ability to make decisions quickly and effectively</i></p>	Leadership on Exercise & Operations	Demonstrable acts of good leadership
	Individual acts	Taking control of an incident
	Getting ahead of our peers	Leading the way
<p><b>Relentless Will to Succeed</b></p> <p><i>We mean business</i></p>	Persistent Commitment	Not giving up – enduring hardship Going the extra mile Undeterred by what's in front of you
	Teamwork	On Operations and in Sport
	Preparation & Training	The long road to preparedness Undertaking additional training
	Selection	Rangers
		Special Forces
	Leading Roles – RSM, Infantry SM, Comd Roles	
<p><b>Compassionate</b></p>	Confident Kindness	Military Aid to Civilian Authorities
		Humanitarian Aid
		On-Scene First Aid
	Generosity of Spirit	UK Resilience Tasks
		Casualty Evacuation
	Regimental Family	Evacuation of [British] Nationals
		Welfare Support to Serving
		Regimental Benevolence
		Veterans
	Centre for Army Leadership	Empathic Leadership
		Compelled to Help
Support to Colleagues		

**2.3 Brand & Marketing Headlines.** We have two eye-catching, readily identifiable and attractive marketing hooks for use across all elements of our communications. These are to be used in all aspects of our dealings with the external media, in our publications and promoted widely at every opportunity. They are explained in the following illustrations:

Narrative:  
**We're the only true County Regiment remaining in the British Army. Proud of our County. Proud of our Regiment.**

The word Yorkshire comes loaded with positive associations

Yorkshire values include:  
 - Authentic  
 - Honest  
 - Straightforward-ness  
 - Straight-talking  
 - Down-to-earth  
 - Proud

**COUNTY-PROUD. COMBAT-READY.**

Capturing the spirit of Yorkshire-ness  
 You are from a place.  
 It feels real and identifiable.

Prepared  
 Relentless  
 Professional

Brave  
 Unique  
 Own-able

Narrative:  
**We're prepared for the threats of tomorrow, today. Innovating. Thinking beyond, ready for what's next. The best soldiers, operating in the best way.**

Intelligent  
 Smart  
 Forward-thinking

Brave  
 Relentless  
 Agile

**OUT-THINK. OUT-FIGHT.**

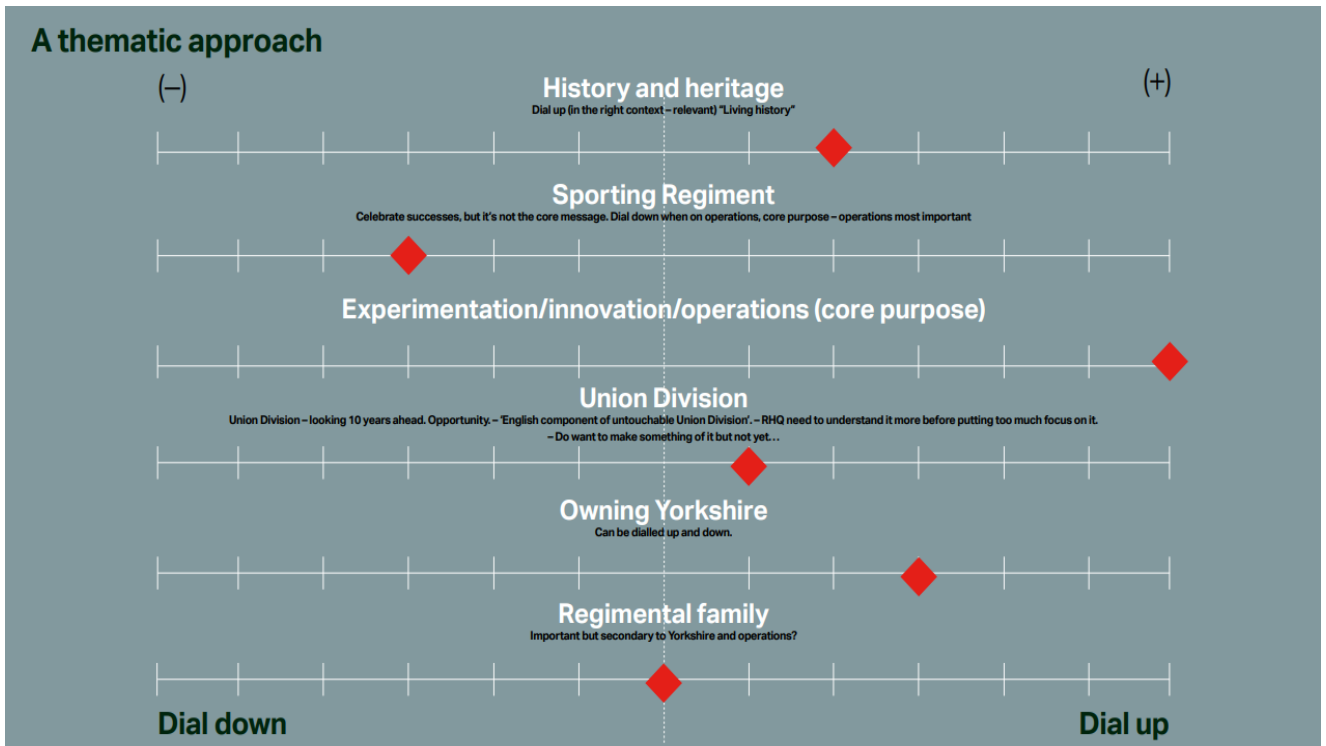
Analysing enemy strategy  
 Staying one step ahead  
 Operational excellence

Prepared  
 Ready for anything  
 Confident, a Yorkshire character trait

**2.4 Connected Phrases.** The new Brand Look Book provides UCOs and other contributors with further guidance on additional, alliterative headlines and connected phrases that can be used as captions, narrative or hashtags, depending upon the activity.

- Trained in Yorkshire (Location). Trusted by our Allies.
- Drilled in Yorkshire. Deployed the World Over.
- Forged in Yorkshire. Feared Everywhere.
- Trained in Catterick. Testing in (Location).
- Inspired in Yorkshire. Innovating in (Location).

**2.5 Priority of Communicable Themes.** In addition to delivering a steady drumbeat of communications using a combination of the Regiment’s FOEs and ad-hoc stories linked to activities, a priority of themes has been introduced to assist those involved in regimental communications to understand what is important or what might be considered as either a lesser importance, or as supporting content. These priorities will be reviewed at regular intervals by the Regimental Comms Group.



**2.6 The Core Purpose – Operations- Experimentation – Innovation.** The priority for all communication is the major operational and exercises that the three battalions are either preparing for, or engaged in. This is embodied in SO4 – ‘Sustain a reputation for excellence across the Army and Defence’. To do this requires a coordinated and systematic approach to our communications. It is imperative that all activities and events are exploited to the full, supported and enabled by a sustained improvement in the capture and delivery of media content. Keeping the regiment firmly in the eye of key stakeholders and influencers, visible to the public and applauded across the regimental family, will be achieved using the three key communicable tenets of ‘Yorkshire’s Infantry’, Experimentation and Reserves (including the Band). The core purpose will be enabled by a concerted effort to perpetuate the name and identity of the regiment at every available opportunity.

**2.7 Owning Yorkshire.** Very much an activity that sits firmly in SO6; ‘Mobilise the communities of Yorkshire as advocates of the Regiment’. In our home county (and in Teesside), we must be viewed as the embodiment of the British Army; and immediately recognizable as ‘Yorkshire’s Infantry’. In order to achieve this, we must:

- Pursue and communicate high profile Civic and Community Engagement opportunities in an organised and co-ordinated way - sharing stories and maintaining a SoMe dialogue.
- Work closely with the organisations and communities in which we live in, work with and recruit from – sharing stories and maintaining a SoMe dialogue.
- Exploit the ‘Utility of the Reserve’ force, located across our region.

- Keep us firmly in the public eye with stories that ‘reachback’ from deployed operations and exercises.
- Actively maintain a physical and digital dialogue with influential people with SoMe profiles, and with our ‘Friends of the Regiment’.

**2.8 History and Heritage.** *‘Making the regiment’s history and heritage relevant to today’*, means a new approach to what we communicate. Less emphasis to what happened in the 16<sup>th</sup> to 18<sup>th</sup> century and more on our major achievements in WW1 and WW2, what we achieved in the post war years and features on the more recent operational achievements of The Royal Yorkshire Regiment. Nevertheless, celebrating our established regimental days and our important battle honours remains equally as important as promoting operations, experimentation, partnering with industry, innovation and development of future Infantry tactics. By using the additional outlets afforded by YORKSNet and the York Army Museum (YAM), we can deliver more detailed historical accounts and influence to some degree the content posted on the YAM SoMe channels.

**2.9 Union Division.** Our new ‘Royal’ status and position within the Union Division sits within SO7 - *‘Shape the creation, and exploit membership of, The Union Division’*. This provides us with opportunities to:

- Create a virtual relationship with our other national colleagues on SoMe.
- Applaud and congratulate major regimental events and achievements on SoMe.
- Celebrate and acknowledge national days and traditions on SoMe.
- Reinforce wider British Army and Infantry messaging on SoMe.
- Engender a spirit of co-operation and mutual respect.

**2.10 Re-Uniting the Regimental Family.** Embracing all elements of the wider regimental family sits in SO5 – *‘Nurture the Regimental family with particular focus on our Iraq and Afghanistan veterans’*. It is important to reach those who are serving; their families, service leavers, our veterans old and new and the regimental association(s) that support them. To that end, we will:

- Continue to enhance the website ([www.royalyorkshireregiment.com](http://www.royalyorkshireregiment.com)), providing more accessible information for all aspects of welfare, employment, news and events.
- Maintain an active dialogue with veterans on the RYRA Facebook Page, promoting events and opportunities for all.
- Introduce a new, regimental profile on Linked-In, initially aimed at
  - Our relationship with Guilds and local business organisations
  - Reserve recruiting – employers, ARC Locations/town/civics
  - Band recruiting – colleges music groups/orchestras, Kirklees
  - Jobs opportunities & Veterans

**2.11 Sport and Competition.** Each battalion should seek, and be able to report, success in Army Competitions, for instance Cambrian Patrol, Army Operational Shooting and Sport. Particularly, team and individual participation in Army and Infantry level Rugby, Soccer, Cricket, Boxing and Alpine Sports. Participation and success in regional, divisional and brigade competition should also be reported. Team and Individual Adventurous Training (AT) at Army, Regimental, Battalion and Company level, also makes for interesting content in support of SO2.



**2.12 Recruiting and Retention.** Although not reflected in the main Themes, the pursuit of SO2 ‘*To achieve and maintain 100% of revised establishment in all three battalions, and the Band*’, remains a priority. Ensuring that the reputation of the Regiment remains in the forefront of people’s minds and consciousness, especially in Yorkshire (and Teesside) can help improve our rates of recruiting and retention.

**2.12.1 Recruiting.** The Royal Yorkshire Regiment must be seen as the regular and reserve, infantry regiment of choice for 16-34 year-olds across Yorkshire (and Teesside) and its neighbouring regions. We must continue to nurture our regional cap-badged cadets, work with regional military preparation course providers and apprentice-focussed organisation, schools, colleges and universities.

- We will actively recruit potential officers pre-RMAS and up to the RSB stage of the commissioning course.
- We will overtly recruit for Reserves and Musicians across our Social Media (SoMe) platforms.
- We will use SoMe and ‘Attract’ videos to enhance our reputation and attractiveness to potential regular soldier and officer recruits.
- We will consider the reintroduction of a dedicated Facebook Recruiting page.

**2.12.2 Retention.** It is critical that we do all that we can to retain our best people. We can achieve this through promotion on our SoMe platforms, featuring recognition, reward, sport and adventurous training and, where practicable, the offer of Reserve service to re-joiners and direct entrants.

### 3.0 Target Audience.

The target audience is by definition varied. Broadly classified as internal and external, the various subdivisions lend themselves to contact through specific communication channels. These channels are used to convey the message to the target audience. In doing so, some need to be **Engaged**, some **Informed** and some, such as the general public, need only to be **Aware**.

**3.1 Audience Classification.** The audience is broadly categorised in the table on this and the following page:

Internal	External
Serving Personnel	MPs and Ministers
Royal Yorkshire Regiment Families and Friends	Towns, Civics and Councils
British Army <ul style="list-style-type: none"> <li>• Brigade(s) &amp; Division(s)</li> <li>• Other Regiments &amp; Units</li> <li>• Army Sport (Participation at all levels)</li> <li>• Recognition (Awards/Promotions)</li> <li>• Recruiting</li> </ul>	Supporting Organisations – examples: <ul style="list-style-type: none"> <li>• Guilds &amp; Livery Companies</li> <li>• Charities (Military and Others)</li> <li>• Employers</li> <li>• YH Training/Learning Curve</li> <li>• Local Businesses &amp; Employers</li> </ul>
Alliance & Coalition Partners	Regional Sports Clubs

Internal	External
Exercise & Training Partners	Regional and wider Public
Royal Yorkshire Regiment Association and Antecedent Veterans	Press TV & Media
Affiliated Regiments and Ships	Educational Establishments
Cap- badged Cadets	Appointed ' <i>Friends of The Regiment</i> '

**3.2 Reaching the Intended Audience.** Analysis has helped to identify the best channels to use for specific content, and the optimum channel to reach the intended audience. Inevitably, there will be some degree of cross-over and on occasion, all channels may be used to convey important, or generic messages. For some channels, the frequency of use will be periodic, for others a weekly or daily activity. The Audience Engagement Matrix is at Attachment 1.

#### **4.0 Delivering the Message**

**4.1 Centralisation of Effort.** RHQ provides the focal point for the authorisation, coordination and delivery of all formal regimental communications, as directed by the Regimental Comms Group. Only the authorised channels and means of communication highlighted elsewhere in this plan are to be used. However, Battalions may create their own internal, private groups and advice and access to training is available through RHQ. The RHQ Comms Officer will:

- Deliver an engaging, informative and relevant social media (SoMe) presence across all available platforms and channels.
- Promote Awareness and Understanding of the Regiment delivered through the Regiment's media platforms, printed media and physical engagement.
- Maintain an active, digital dialogue with our audiences, and the general public.
- Produce a 6-monthly Regimental Journal, Newsletters and any other reports and publications.
- Maintain the Regiment's profile on YORKSNet and the Army website.
- Maintain a regimental presence on Linked-In with an emphasis on Reserves, Employers and Recruiting
- Maintain a calendar of events taken from available FOEs, shared to increase visibility events with UCOs and key personnel.
- Develop professional links with Army E&C, media outlets and journalists.
- Plan – Yearly for major themes, and a monthly, weekly and daily plan.
- Coordinate – schedule and prioritise to achieve the maximum effect.
- Target content to channels, sharing content where necessary.
- Horizon scanning - Identify trends, work with other organisations, develop dialogue, expand reach.
- Submit periodical reports to measure the effect and impact of marketing and comms.

**4.2 Delivering the Plan.** Exploitation of a programme of coherent regimental communications will be coordinated and delivered by RHQ using a mix of Social Media (SoMe), websites and printed media. Battalions and other contributors are to collate and deliver content to RHQ using e-mail, Whatsapp, WeTransfer or by physical means. Each Bn has a nominated Unit Communications Officer (UCO) and/or point of contact whose responsibility it is to ensure the quality and accuracy of the content being submitted. RHQ will arrange for content to be cleared by higher authority (where necessary) and will also broker content to the Army's SoMe channels and Army Media for further exploitation.

**4.2.1 Executing the Plan.** Delivering the communications plan requires an integrated and organised approach. This will be achieved through an established network of appointed Unit Communications Officers and RHQ and a combination of a pre-planned FOE, complemented by notification of ad-hoc, opportunity media stories. This is to be achieved through the introduction of the following:

- On appointment, All UCOs are to receive an in-depth briefing from RHQ.
- Conduct an in-person, quarterly meeting of RHQ & UCOs on rotation between Bn locations and RHQ York, to discuss forward plans.
- Conduct a monthly virtual meeting of RHQ & UCOs to discuss events and opportunities.
- UCOs/Adjts to share Bn FOEs routinely with RHQ.
- RHQ to create and maintain a WhatsApp group of UCOs and other designated contributors.

#### **4.3 Regimental Communications Channels**

- **Royal Yorkshire Regiment Journal.** 6-monthly covering Bn activities and events and serving as the official record. Inputs from Bns and other contributors are required to be submitted by Fri 08 Sep 23 and Fri 08 Mar 24. The Journal is posted free on-line a number made available free to serving personnel and externally on subscription. Distribution is continually reviewed to ensure correct targeting of influencers and decision-makers. The Autumn 23 Edition will be sent to all associated Members of Parliament with an accompanying letter from The Colonel of the Regiment. Journals are also bound and archived in the York Army Museum as an essential part of the regiment's history.
- **Royal Yorkshire Regiment Newsletters.** Produced on 28 Jul 23 and 31 Jan 24, appearing as an electronic newsletter between issues of the six-monthly Journal. Newsletters will be widely distributed to the internal and external audience. In addition, RHQ will investigate the introduction of more frequent, targeted Mailchimp updates.
- **Royal Yorkshire Regiment Facebook Page (@RYORKSRegt).** Facebook (FB) will be used as the Primary, outward facing news, SoMe channel. This includes major, more detailed updates on 'Core Purpose' activities and where appropriate articles that include recognisable people, places and names. All FB content will be scheduled and edited by RHQ to achieve the desired effect. Raw imagery and content is to be collected by UCOs (and other nominated contributors) and forwarded to RHQ who attempt to monitor and reply to all FB notifications and messages on a daily basis.

- **Royal Yorkshire Regiment Twitter (@RYORKS\_Regt).** An important SoMe channel used to create and maintain a dialogue with Army higher formations; Army Sport, local and national organisations, 'Friends of the Regiment', employers, and to capitalise on popular events and trends. RHQ will ensure that all content is finessed with tags and hastags to enable the widest possible engagement. RHQ will also review all notifications and messages on a daily basis to ensure that we participate in high profile ongoing dialogue.
- **Royal Yorkshire Regiment Instagram (@yorksregt).** Successfully introduced in August 2017 to appeal to a younger demographic and to our serving soldiers, Insta continues to be our fastest growing channel. Although best suited for short 'Core Purpose' action videos, reels and interesting images, other popular content is awards and recognition, promotions and sport. The inclusion of additional Story Highlights to facilitate segregation of themes and content on the Instagram channel will also be investigated. This will allow further expansion of the following.
- **Band Facebook Page (@YORKSBand).** The use of dedicated Facebook presence recognises the unique needs of the Band. Owned by the DoM, he is to ensure that usage complies with regimental branding and guidance and that imagery and text from key events and activities are shared with RHQ.
- **Recruiting Facebook Page (@YORKSRecruiting).** The introduction of generic Infantry Recruiting resulted in the page being dormant from 2021. However, the page may have utility as an outward facing profile to cover Regular Attract & Reputation content and specifically, be used for Reserve and Band recruiting. The page is owned and operated by RHQ and its utility will be reviewed in 2023 in order to put a sharp focus on recruiting and to delineate Attract & Recruiting from other comms content.
- **4 YORKS Facebook (Secret Group).** Established and used by 4 RYORKS to alert members to specific activities, news and events. RHQ will cross-post and share items of significance as they occur.
- **Royal Yorkshire Regiment Association Facebook (Closed Group).** This channel is the responsibility of the RYRA and is to be used for conversations and exchange of information. It is secondary to the regimental website and must reflect the branding and core messaging of the Regiment. Content is owned by the Chairman RYRA and moderated by RHQ.
- **Royal Yorkshire Regiment Association WWW.** The tablet and smartphone friendly website was launched in August 2017 for the Association, updated in 2022 and refreshed again in 2023 to provide the wider regimental family with a revised focus, broader, more relevant content and a wider appeal. YORKSNet will continue to provide a common touch point for all elements of the regimental family and will be used to promote stories and articles with a limited external interest and is predominantly 'internal' and 'rearward looking'. Content will be updated regularly in concert with Journal and Newsletter updates. Its utility is limited only by the lack of dedicated resource to fulfil its potential.
- **Royal Yorkshire Regiment – Linked-In.** Introduced in June 2023 in support of several of the SOs, the new profile will provide an initial focus on Reserve and Band employers, potential recruits, as well as job opportunities and regional community engagement. It is to be managed by 4 RYORKS, supported by RHQ and the Chairman RYRA.

- **WhatsAPP.** Used by RHQ/AHQs, UCOs and other invited contributors to coordinate and schedule social media activity on a daily basis. It will also provide a vehicle for practicable submission of content to RHQ by nominated individuals who are engaged on specific operations, exercises, sport and AT.
- **Royal Yorkshire Regiment Dropbox.** A business Dropbox has been set up to allow battalion and other contributors to submit and share high-resolution images and video material. Access is restricted to UCOs and nominated individuals and content managed by RHQ.
- **Royal Yorkshire Regiment Videography.** To target potential recruits and to promote increased levels of retention, a series of short, videos focussed on agreed, planned themes and major events will be commissioned and produced by RHQ. These will be specifically aimed at FB and where possible, the best content will be submitted to the Army for posting on official Army SoMe channels.
- **Other Social Media Usage.** Within the Regiment, other, non-Army sanctioned versions of Facebook and other SoMe platforms may be used at the Bn, Company or Platoon level, but only in a closed/secret group status. Commanding Officers through their UCOs are to ensure the integrity of non-regimental, low-level, SoMe usage.

**4.4 Content Capture.** Comms content is derived from three sources: through the planning of major and mini-Campaigns, by Association and through engagement in Themes or Trends.

- **Campaigns** - Normally planned by UCOs and RHQ to support the 'Core Purpose' including major or minor Exercises, Deployments, Reserve & Band Recruiting, National events such as AFD, D-Day and Remembrance, as well as Regimental Days & Battle Honours.
- **Association** - Content that capitalises on an event or activity which is not initiated or sponsored by the regiment. Examples include participation in Army Experimentation, Divisional or Brigade-led events, Representative Sport and more recently Resilience – Flood Relief and COVID testing. Also, 'Association' includes exploitation of regimental mentions by others, for instance: MOD, Army, PJHQ, Forces TV, Sporting Clubs & Associations.
- **Themes & Trends** - Exploitation of known and emerging themes is an important element of SoMe. These range from forecast national and international days, to '*what's trending*' on Twitter. Daily horizon scanning will enable the regiment to be an active SoMe participant and a contributor in the digital media space.

**4.5 Best Content.** The delivery of high quality and relevant regimental communications relies on a constant feed of informative and interesting content. Bns and other contributors are requested to provide a constant drumbeat of content through their nominated UCOs. Whilst it is important that an element of quality control is conducted by the provider, RHQ will exercise an additional level of review prior to publication. Units are to nominate individuals to attend the Combat Camera Operators Course, especially prior to a major exercise or deployment. Some simple guidelines relating to what makes Best Content has been captured in the users' Content Capture Guide. A report on battalion content and comms training is to be included in the 6-monthly Regimental Board meetings.

**4.6 Content Delivery.** Normally, content is published through the regimental channels and media outlets by RHQ. However, UCOs are also encouraged to liaise with regional Army Press/News Officers on stories of interest to local media in Yorkshire, Catterick, Chester and Warminster. In this event, RHQ can assist with the preparation of Press Releases and RHQ should also be informed of any regional Army media team involvement. Importantly, the Army insists that only the minimum number of regimental SoMe channels are to be used. The Royal Yorkshire Regiment centralisation of SoMe conforms, except for one or two SoMe accounts will be reviewed in 2023 (CO 1 YORKS, RSMs, Band etc). In addition, all aspects of regimental comms are to comply with the Army Brand guidelines, and the OPSEC and PERSEC limitations that may apply to sensitive deployed operations and exercises. We will also only use approved organisational tags and hashtags, follow established national and international trends and avoid the proliferation and peripheral growth that is self-evident on public SoMe.

**4.6.1 The Reserves.** It is accepted that the 4<sup>th</sup> Battalion and the Band have an outward facing media profile that should actively target recruiting; region and employers. To that end, delivery of Reserve-focused content might be more appropriately delivered by the 4<sup>th</sup> Battalion. If deemed practicable, the 4 RYORKS UCO is to be responsible for delivery of the Reserve SoMe profile, with oversight and moderation from RHQ.

**4.7 Business Continuity.** In the event that Asst Regt Sec (Comms) is unable to manage, coordinate or deliver any part of this plan, the Regimental Comms Group will provide authoritative direction to battalion UCOs and our delivery partners at the Ark will be requested to provide interim support.

## **5.0 Way Ahead**

Although much progress has been achieved, work is now required to improve the delivery of our 'new' Brand. The Brand and Brand Qualities are to be embodied in all our external media engagement, our marketing and in the quality of our SoMe content and, in the appearance and focus of the Journal. With overseas deployments on the immediate horizon, experience suggests that although the drum beat of SoMe may reduce, the 'Core Purpose' content will be important and interesting to our audiences. In order to balance an anticipated reduction in deployed force comms content, the opportunities afforded by the home-based battalions, ongoing experimentation, and all regional KAPE and CE, should be exploited to the full. The cross-region presence of 1 R YORKS and 4 R YORKS ('*Utility of the Reserve*') force, provide us with that opportunity and resource.

**5.1 Passive Approach.** RHQ will continue to adopt a 'passive' approach to major events and activities that attract coverage by the Press/Media/ArmyComms/Soldier Magazine or the hosting organisations. However, where the Regiment has a major part to play in a public event, a more active exploitation should be used to complement the sponsoring organisations efforts. Wherever possible and to avoid duplication or nugatory effort, RHQ will simply re-use the messages. Examples include:

- Coverage of major events - Great Yorkshire Show, AFD, Parades, Resilience.
- Coverage of events sponsored by others - Army Media, Forces TV, Councils and Charities.
- BFBS, Local and regional TV coverage of in-barracks, community and KAPE events.
- Soldier Magazine articles and Army Combat Camera Team outputs.

**5.2 Sharing.** RHQ will endeavour to broker more Royal Yorkshire Regiment content to Army Comms and others who have wider reach and impact potential. We will continue to publish regimental content in printed media, on BFBS, Forces TV and other 'Online News' channels.

**5.3 Battalion Themes & Projects.** RHQ will engage in actively planning a series of agreed 'projects' around Bn deployments, exercises or major KAPE and CE activities. An agreed programme of pre-planned, communications-worthy events will enable us to prioritise effort and deconflict content. These major events or themed activities will also attract resource to deliver high quality imagery or video, using Army and external resource, some of it part-funded by the regiment. This content should be primarily 'Forward Looking' to achieve maximum impact. In doing so a change in emphasis is proposed to:

- Produce high quality videos/imagery with a strong supporting narrative.
- Conduct more forward planning & coordination between RHQ and Bns.
- Improve quality by exploiting all available resources for filming and editing.
- Identify Regimental funding to produce/edit videos.
- Encourage Bns to capture and submit high quality, raw footage.

**5.4 Regimental Family.** The refreshed YORKSNet will be used to promote stories with limited external interest and no external organisational involvement, that are predominantly 'internal' or 'rearward looking'. YORKSNet will have a revised focus, and include broader, relevant content with a wider appeal. It will also provide a common touch point for all elements of the regimental family, as well as including employment opportunities that have arisen recently.

**5.5 Resources.** Asst Regt Sec (Comms) has bid separately through the Regimental Board for the requisite funds necessary to resource this plan. This will enable some of the work provided by our delivery partners at The Ark, external video editing, photography and videography. The communications budget will be reviewed annually, prior to the December Board meeting.

## **6.0 Summary**

To enable the Regiment to conduct a coherent influence campaign across the main themes in support of the Regimental Strategy, an integrated and structured approach to communications is required to:

***Reunite the Regimental family, make our History and Heritage Relevant to today, leverage our differentiators to maximise our Reputation, ensure our comms Reflect a Regimental identity, and win over audiences by Owning Yorkshire.***

Centralisation of effort will ensure that we have continuity, resource and the capacity to deliver against the current requirement, but it relies on regular, good quality content from the UCOs and other contributors. Progress in delivery of the desired outcomes, will be reported on and reviewed by the Regimental Comms Group, with a specific focus on Communications and Marketing (Attract/Recruiting).

Attachment:

1. Audience Engagement Matrix.

### Communications Engagement Matrix (2023-2024)

Channel/Medium	Responsible	Intended Audience	Frequency	Remarks & What works
Journal	RHQ Bns Contributors	Serving Bns & Subscribers YORKS at 'E' Higher Formations Training Establishments Civics & MPs Friends of the Regiment Families of the Fallen Afghan & Iraq veterans	6 Monthly  Inform	<ul style="list-style-type: none"> <li>• Refreshed and Branded.</li> <li>• Published 'Free On – line'.</li> <li>• Hard copies to targeted audience.</li> <li>• High quality photographs are essential and make the Journal more attractive to read.</li> <li>• Provides an insight into what the Regiment's current and future endeavours are - Forecast of Events.</li> <li>• Provides a historical record.</li> </ul>
Newsletter	RHQ	Regimental Family Friends of the Regiment Civics & MPs SoMe and Web-site users Influencers	6 Monthly  Inform	<ul style="list-style-type: none"> <li>• Interim updates on Regiment and Battalion activity.</li> <li>• Aimed at a targeted internal and external audience.</li> <li>• Highlights upcoming events.</li> <li>• Digital only.</li> <li>• Mailchimp trial late 2023.</li> </ul>
Monthly Comms Diary	C2 Comms	Internal co-ordination Bn UCOs Regional Army Comms	Monthly  Inform	<ul style="list-style-type: none"> <li>• Relies on Bn sharing and inputs.</li> <li>• Provides forward look and plan.</li> <li>• Allows Regt to capitalise on all events &amp; trends.</li> <li>• Identify press/media opportunities.</li> <li>• Identify SoMe themes &amp; key dates.</li> <li>• Assign channels and responsibilities for content.</li> </ul>
Facebook @RYORKSRegt	RHQ-Control UCO-Content	Soldiers, friends and families. Regimental Family Public – Regional and wider Influencers & Mentors	3-4 per week  Inform Influence Engage	<ul style="list-style-type: none"> <li>• Primary, formal news channel.</li> <li>• Scheduled, edited and delivered by RHQ.</li> <li>• All FB moderated at RHQ.</li> <li>• RHQ respond to all Direct Messages.</li> <li>• Targeted where necessary (tags &amp; hashtags).</li> <li>• RHQ exploit and paid advertising to maximise reach.</li> </ul>



Channel/Medium	Responsible	Intended Audience	Frequency	Remarks & What works
Twitter @YORKS_REGT  <i>Some illegal accounts to be reviewed in 2023</i>	RHQ	Yorkshire External Organisations Friends of the Regiment Army higher formations DE&S & Industry partners Sport & Charities Civics & MPs General public via trends	1-2 a day  Inform Engage	<ul style="list-style-type: none"> <li>Operational activity, Training and Readiness.</li> <li>Yorkshire Engagement</li> <li>Community &amp; Civic Engagement.</li> <li>Reserves on Ops/Ex.</li> <li>Charity &amp; Fundraising.</li> <li>Cadets &amp; RFCA.</li> <li>Themes, Trends &amp; Sport.</li> <li>Maintain &amp; create dialogue with other users.</li> </ul>
Instagram @yorksregt	RHQ	Serving soldiers Potential recruits Partner organisations Public	Daily  Inform Engage	<ul style="list-style-type: none"> <li>Images of identifiable serving personnel.</li> <li>Awards &amp; achievement.</li> <li>Short action video reels and action images.</li> <li>Instagram stories from events.</li> <li>Segregation of Themes as Story Highlights.</li> </ul>
YRA Facebook (Closed Group)	YRA Chairman	Veterans Families Service Leavers	Daily  Inform Engage	<ul style="list-style-type: none"> <li>Continued growth and use - employment opportunities.</li> <li>Details of short notice events.</li> <li>Notifications – meetings, funerals, call to arms.</li> <li>Shares important regimental news.</li> </ul>
YORKS Net	RHQ	Re-focussed for Regt Family Service Leavers Veterans Families Interested Public	Weekly  Inform	<ul style="list-style-type: none"> <li>Huge potential – requires resource.</li> <li>Structure and appeal updated 2023.</li> <li>More information for families &amp; service leavers.</li> <li>Appeal to all elements of the regimental family.</li> <li>Source of information for those in need.</li> <li>Association and Regimental matters and events.</li> <li>Provide important Welfare contact details.</li> </ul>
Army WWW	RHQ	Official Regimental profile on Army web-site	Quarterly & Ad-hoc Inform	<ul style="list-style-type: none"> <li>Update to reflect Unit Roles, Royal status &amp; Brand.</li> <li>Reviewed and updated every 6-months.</li> <li>Provides public with a first insight into the Regiment.</li> </ul>

Channel/Medium	Responsible	Intended Audience	Frequency	Remarks & What works
Band Facebook @YORKS Band	BAND	Public facing Army Music Potential recruits	Fortnightly  Inform Engage Attract	<ul style="list-style-type: none"> <li>• Popular public page but [currently] stands alone.</li> <li>• Re-Brand to reflect WPA-Pinfold outcomes.</li> <li>• Opportunity in 2023-2024 to better exploit Band content.</li> <li>• Requires a stronger Band recruiting focus.</li> </ul>
Band Twitter @YORKS Band	BAND	Public facing Army Music Potential recruits	Monthly  Inform	<ul style="list-style-type: none"> <li>• Opportunity in 2023 to better exploit Band content.</li> <li>• Requires more 4 RYORKS UCO oversight.</li> </ul>
Regimental Linked-In	4 RYORKS RHQ YRA Chairman	Employers Local Businesses Colleges/Universities Regional civics	Weekly Inform Engage	<ul style="list-style-type: none"> <li>• New Profile.</li> <li>• Focus on Reserve and Band employers.</li> <li>• Potential recruits.</li> <li>• Job opportunities.</li> <li>• Regional CE and AF Covenant.</li> </ul>
4 RYORKS Facebook Secret Group	4 RYORKS	4 RYORKS	Weekly  Inform Engage Attract	<ul style="list-style-type: none"> <li>• Utilised by Bn to coordinate events.</li> <li>• Provides important information for members of Bn.</li> <li>• Source of content for Regt FB channel.</li> <li>• Possible autonomy late 2023-early 2024 to focus on Recruiting, Region &amp; Reputation.</li> </ul>