

## ITEM No ...9.....

**REPORT TO:** POLICY AND RESOURCES COMMITTEE – 23 APRIL 2018  
**REPORT ON:** CORPORATE COMMUNICATION STRATEGY 2018-2021  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 113-2018

### **1.0 PURPOSE OF REPORT**

This report presents the corporate communication strategy and action plan for approval.

### **2.0 RECOMMENDATIONS**

It is recommended that Committee approves the corporate communication strategy and action plan attached – see Appendices 1 and 2 respectively.

### **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no direct financial implications as a result of this report.

3.2 The resources available and needed to deliver this strategy are under review in line with normal succession planning activities, but are expected to be maintained with the Chief Executive's existing revenue budgets.

### **4.0 BACKGROUND**

4.1 Dundee City Council produces a corporate communication strategy every four years, with the last published in 2014. The main purpose of the strategy is to set out how the Council communicates externally and internally, delivering on a vision to provide modern, multi-channel communications that support the strategic priorities of the Council.

4.2 Our recently published City and Council Plans set out our ambitions and priorities for the next five years and beyond, and commit the council to working with and involving all of our stakeholders – residents, our workforce, our partners and other external bodies – to ensure people have a clear view of our purpose and vision. Effective communications are essential to achieving these ambitions and ensuring that people in Dundee and beyond have a clear understanding and appreciation of the Council's operations, priorities and challenges.

4.3 The proposed communications strategy details our strategic communications objectives, sets out the standards we will adopt in all our communications, examines how these communications are evolving and outlines how we will monitor and evaluate the difference which effective communications make.

4.4 The strategy has been created against a backdrop of a radically-altering communications landscape. The way people consume information, interact with large organisations and share their opinions has changed. Social media was relatively new when the last strategy was created, but is now embedded in day-to-day life. This strategy seeks to embrace and harness the new channels for communicating while allowing flexibility over its lifespan to adapt to future developments.

4.5 It outlines a shift towards 'Digital by Default' communications, in keeping with the council's digital strategy and the changing media landscape. This includes harnessing social media as a two-way communications tool and promoting the corporate website as a portal to the Council and its services. It also outlines how we will broaden access to information for Council employees using digital channels.

4.6 The council will still continue to use more 'traditional' channels – such as newsletters, posters leaflets and face-to-face - to ensure good communication continues with those who do not have ready digital access or skills.

4.7 The communications strategy explains how we will:

- Enhance Dundee City Council's reputation on the local, national and international stage as it continues the journey to becoming a Leading Council
- Promote Dundee as a great place to live, work, visit and invest in
- Work with the media - locally, nationally, and internationally - creating a range of content to meet their multi-media needs and providing a 24/7 media enquiry service
- Collaborate with local partners and support organisations such as the Dundee Health & Social Care Partnership and Leisure & Culture Dundee
- Grow the audiences that we can interact with directly using tools such as Twitter, Facebook and the recently re-launched corporate website
- Empower and support our workforce in the use of these tools to engage with communities.
- Place an equal emphasis on internal and external communication

4.8 An action plan to support the strategy has been created (see Appendix 2). Given the fast-changing communications landscape, this covers only the first year of the strategy period, with further action plans to be created on an annual basis. Some key actions from this first plan are highlighted below:

- Maximising the impact of the Council's new website and social media presence to promote the City, Council and partners' services
- Embedding social media in the Council's customer services team to support the use of these tools for two-way engagement with the public
- Upskilling of the communications division and across the wider Council in social media and multimedia content creation (eg videos, infographics, animations)
- Implementing of a tool to measure the effectiveness of marketing campaigns.
- Increasing employee involvement and engagement by the delivery of external access to the Intranet and All Staff emails for those employees who do not currently have easy access to these communications channels

4.9 In line with the council's aim to be a Digital Council by 2020, the strategy has been created as an interactive document. It is intended to be accessible, easy-to-read and a showcase of the design council's service, and can be viewed at [https://issuu.com/dundeecitycouncil/docs/communications\\_strategy\\_issuu](https://issuu.com/dundeecitycouncil/docs/communications_strategy_issuu)

## 5.0 POLICY IMPLICATIONS

5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. A copy of the Impact Assessment is available on the Council's website at [www.dundeecity.gov.uk/ia](http://www.dundeecity.gov.uk/ia).

5.2 This strategy and action plan aims to have a fundamentally positive impact for all our citizens by increasing the level of communication and information readily available.

## 6.0 CONSULTATIONS


The Council Management Team were consulted in the preparation of this report, and agree with its contents.

## 7.0 BACKGROUND PAPERS

None.

# Communication Strategy 2018-21



A woman with a backpack is standing on a paved path, taking a photo of a long bridge over a body of water. The scene is captured during a soft, hazy light, possibly dawn or dusk. The bridge has many vertical supports. In the foreground, there is a low stone wall. The sky is a mix of light blue and white.

# Communication Strategy 2018-21

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# Introduction

**In the four years since the council's last Communications Strategy was published, the media landscape has changed dramatically.**

**“Communication is never more important than in times of change”**

Traditional news outlets have faced challenges while digital publishing has boomed. Social media has not only facilitated two-way communication with the public but made it an expectation.

Similarly, the channels that we have at our disposal to communicate with our own people have changed. And the desire of the workforce to be kept informed about matters which affect them and the council has never been higher.

All of this presents challenges to the council. But it presents significant opportunities too, to present information and hold open and honest conversations in new ways which reach and engage ever wider audiences, externally and internally.

Communication is never more important than in times of change. In order to deliver efficiencies and improvements in the most effective way possible, all stakeholders must understand the context for change, their role in the process and

the expected outcomes. They must – crucially – also feel they are part of a conversation.

We as a council must change too. Harnessing the potential of the new communication channels open to us means embracing a wide range of skills and technologies.

We will also work closer than ever with our partners - in Dundee, across the Tay Cities area and further afield - to amplify our messages and reach the widest possible audience. And we will provide clear measures to assess our performance.



Communication underpins the delivery of all council services, ensuring that priorities, objectives, values and ambitions are clearly understood by local people, our staff, our partners, the business community and a whole range of other stakeholders.

This strategy sets out how communications will support the delivery of the goals set out in the **Council Plan** and the Dundee Partnership's **City Plan**. It embraces the collaboration needed to effectively promote “brand Dundee” and deliver on the opportunities of pan-regional initiatives such as the **Tay Cities Deal** and the **Tayside Plan for Children, Young People and Families**.

And it details the shift to “digital by default” communications in line with the ambitions of the council’s **Digital Strategy**.

Dundee City Council is on a journey to becoming a leading council, just as Dundee is on a journey to becoming a city known the world over as a vibrant and exciting place to live, work and visit.

Effective communications are fundamental to ensuring that people in the city and beyond understand how that is being achieved.



**Whether it's through traditional or digital media, marketing campaigns or internal communications, we recognise the critical need for stakeholders to know:**

- 1 What the council does:**  
The wide variety of services we provide;  
How, where and when we provide them;  
How to access them
- 2 Why we do what we do:**  
Our statutory obligations; Key priorities for the coming years; How services benefit communities
- 3 How we do what we do:**  
The way services are funded & delivered; Working in partnerships; Benchmarks for success
- 4 How we are Changing for the Future:**  
Financial and demographic challenges; Changing public expectations; New ways of delivering services



**“Effective communications are fundamental”**



# Our Vision



**Our vision is to provide modern, multi-channel communication that supports the strategic priorities of the council; engages the public, our employees and stakeholders; supports a programme of transformation; enhances the reputation of Dundee City Council as a leading local authority in Scotland.**

It is a key pillar in the promotion of Dundee as a vibrant and exciting place to live, work and visit, working with key partners to “sell” the city far and wide, through digital channels, marketing campaigns and reputation enhancement.

We will achieve this by promoting two-way dialogue with those who matter most – the citizens of Dundee and beyond, the people we employ and those we do business with.

To do this best, we must have a clear understanding both of the wide range of communications channels available to us and the key audiences and stakeholders we are trying to reach.

#### **These include:**

- Our residents and service users
- Our workforce and the trade unions that represent them
- Elected members
- Partner bodies/organisations – local and national
- The business community
- Visitors to Dundee
- Opinion formers and key influencers
- External scrutineers/funders

This Communications Strategy has been developed with input from stakeholders. It also takes account of the growing number of communications tools at our disposal, particularly through digital and social media, in line with the authority’s intention to become a Digital Council by 2020.

We will continue to adopt the principle of using the most effective communications channel for each audience, and the importance of “traditional” means such as newsletters, posters, leaflets etc will not be underestimated. However, we must seek to support the shift to digital communications, both internally and externally, using the corporate website and intranet as “hubs” for all council messaging.

We need to work at pace, become expert in generating content, routinely evaluate and understand how technology will carry on changing the way we communicate.

To that end, this Strategy and associated action plan is a “live” document which will be the subject of regular review to ensure it remains fit for purpose as the media context continues to change and evolve at an unprecedented rate over the coming years.

Our team has extensive experience, knowledge and contacts across design, press and public relations, digital publishing, marketing and internal communications. It will continue to provide communication, leadership, advice, consultancy and support in these fields to help services achieve their communications goals.

**“Technology will carry on changing the way we communicate”**



**We will:**  
**Ensure that employees across the council have a clear understanding of the services that Corporate Communications provide**

Training and support will continue to be provided to elected members and council officers.

Service design principles will allow us to review our processes, with a view to providing a consistent and efficient end-to-end customer experience. This will include providing one point of contact within the service and empowering communications staff to collaborate across disciplines in order to achieve the best possible outcomes.

We will also provide up-to-date training and equipment to ensure our team can deliver the range of multi-media communications this Strategy describes.

And we will ensure that all campaigns are fully evaluated against key objectives. This will provide clients with an understanding of impact, ensure best use of resources and allow us to learn lessons for the future.





# The Bigger Picture

**While the core function of the communications service is to support the work of the council, in reality our role extends far beyond the responsibilities of the local authority and the city boundary.**

Dundee is going through one of the most momentous periods in its history, with the opening of the V&A in 2018 and the wider waterfront project providing an unprecedented opportunity to improve the fortunes of the city.

Telling the world what's going on – through traditional and social media, marketing campaigns and other avenues – is essential to maximising the benefits of the city's transformation.

It means bringing in tourists, attracting investors and creating jobs. In short, the next **four years present a significant opportunity which cannot be missed.**

To help achieve that, marketing campaigns must be co-ordinated, on message and targeted, getting the maximum benefit from the investment and effort.

The communications team will take a lead role in this, co-ordinating all marketing activity across the council and working closely with all relevant partners locally, regionally and nationally.

This will allow the development of a broader, consistent and effective “brand Dundee” straddling fields from tourism to investment.

## We will: help co-ordinate a pan-Tay Cities area communications group

In conjunction with NHS Tayside and other agencies, we will support the Dundee Health & Social Care Partnership to ensure key messages are communicated to stakeholders.

We will also build on a strong working partnership with Leisure & Culture Dundee, using our collective audiences to share information about leisure, sport, cultural and learning experiences.

Similarly, it is essential that we, along with our colleagues in neighbouring authorities, work closely together to maximise the benefits of the **Tay Cities Deal** and other initiatives which cross council boundaries.

Collaboration will also offer opportunities to provide best value by sharing content and campaign materials.

# Style & Standards

The style and standard of all our communications will reflect the culture of the council and reinforce understanding of who we are, what we value and the direction we are pursuing.

The growing prevalence of social media means that it is no longer feasible for all communications to be created or controlled by the corporate team. We must trust and empower personnel across our service areas to harness these channels and speak to their own audiences.

**We will:**  
Develop a new social media policy to support this open approach

All communications issued by the council will have a recognisable tone of voice and will be:

- **Open and honest:** plain talking, direct and factual within the boundaries of legislation including GDPR and Freedom of Information
- **Timely:** up-to-date information communicated regularly, consistently & quickly across internal and external channels
- **Clear and concise:** using plain English and free from jargon
- **Accessible:** easy to access through appropriate media/channels and in mixed formats (visual as well as written) to support understanding
- **Relevant:** targeted to the needs of the intended audience
- **Inclusive:** Promoting two-way dialogue, valuing feedback, providing formats for people with disabilities and non-English speaking audiences
- **Consistent:** in standards, style and message to avoid confusion

To support this, the communications service will serve as a “centre of excellence” providing advice, support and co-ordination.

# The Media

**The so-called “traditional” media outlets continue to have an important role in shaping perceptions of Dundee City Council and the city itself.**

**They are a channel for reaching stakeholders, but also a scrutineer on behalf of their audiences and the wider public.**



The bare circulation figures of most newspapers suggest that their influence is waning. But this only paints part of the picture – add in their web traffic and audiences have never been greater. And copies of local papers still land on the desks of most local influencers.

Broadcast media – including local TV and radio - largely retain strong audiences and have also reached out into the digital sphere.

The net result is that these media organisations are seeking more content than ever to fill their pages, airtime and websites. But with revenues declining for many, newsgathering resources are likely to reduce as time goes on.

A key strand of our media strategy for the next four years will be in providing a broader range of content in order to meet the needs of our traditional media partners.

**We will:  
Train and equip our communications staff to produce high quality multi-media content**





**This will include:**

- Photographs of launches, events and individuals
- Video clips: including interviews with key spokespeople, scene shots, time lapse etc
- Audio interviews, to broadcast standard.

In time, the newsroom will become a “hub” where the public and journalists alike will be able to find information and resources. By doing this, we can speak directly to our audiences and, at the same time, service the growing needs of media organisations for ready-made content.

**We will:  
Develop a database  
of pictures and  
videos for use across  
the council**

In the past, announcements to the media (such as campaign launches, report publications etc) have been provided by way of a press release.

That will continue, but will be part of a shift to creating broader packages of multimedia “content” which serve the needs of our own newsroom on the corporate website, our own social channels and also the various media.

Of course, media organisations will continue to request interviews and create their own content, and the packages that we produce are intended to support rather than replace this. We will facilitate interviews, briefings and photo shoots as required.

A digital calendar of activity has been developed to encourage regular, consistent and proactive creation of content, while allowing horizon scanning across the year. The council’s reputation for innovation helps increase the opportunities for positive media coverage and secure more interest from the national media as well as sectoral or specialist publications.

It is the role of the service to facilitate communications on behalf of the council. Through identification and training of “champions,” services will be encouraged to identify potential stories in their areas which we can shape and channel to the right audiences.

The media is a vital partner to create public understanding of the aims of the council and build the trust that the public place in our services. This partnership requires highly skilled communications professionals who can understand the purpose, components and rules guiding our work.

We also want to promote Dundee to local, national and trade audiences as a great place to live, work, visit and invest in. And we want to make sure people are aware of what Dundee City Council is doing to deliver on its key priorities.

We do this by providing a full proactive media service and a reactive service – responding to incoming media inquiries and ensuring they are answered accurately, factually and timeously.

Our reactive service operates around the clock every day of the year to cater for today’s 24/7 news cycle.

**“promote Dundee to local, national and trade audiences”**



# DUNDEE



**“ONE OF THE HOTTEST PLACES TO  
GO ON HOLIDAY IN 2018”**

The Guardian

**“ONE OF 22 DESTINATIONS THAT IS  
ESPECIALLY HOT IN 2018”**

Bloomberg

**“DUNDEE IS THE COOLEST  
LITTLE CITY IN BRITAIN”**

CQ

**“ONE OF THE COOLEST, SMARTEST, MOST  
CULTURED AND CONFIDENT CITIES BRITAIN HAS”**

Condé Nast Traveller

**“METROPOLISES ON THE UP: ONE OF 7  
DESIGN-SAVVY CITIES TO WATCH IN 2018”**

CNN

**“A TOP DESTINATION IN 2018 FOR ADVENTUROUS  
SOPHISTICATES, CURIOUS FOODIES AND DEEP-POCKETED  
BEACH BUMS”**

The Wall Street Journal



# Social and Digital

Social media merited a bare few paragraphs when the council last drafted its Communications Strategy back in 2014.

Since then, it has become a game-changer in the way we communicate – as an organisation and as a broader society.

Of course, the authority hasn't been standing still when it comes to these new platforms. Indeed, its **Twitter** reach of over 18,000 followers is impressive, and provides an essential platform for quick communications in situations like periods of bad weather.

There is, of course, still ample margin to build on our social media operation. **Facebook** is an under-utilised resource, while channels such as Snapchat allow access to entirely new audiences which have previously been difficult to reach.

**We will:**  
Use social media  
“listening” to pick up  
on public sentiment  
and attitude  
regarding key issues

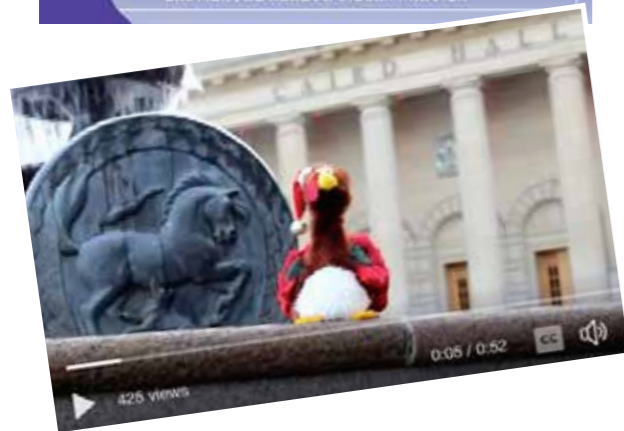
Critical to making the most of these channels will be digital engagement – shifting away from social media as a broadcast tool towards online conversations and meaningful interaction.





# “good visuals improve social media engagement”

Working with customer service colleagues, we will develop our social media channels as places where service users can have two-way conversations: report issues, respond to consultations or policy announcements and, where appropriate, just have a bit of fun.

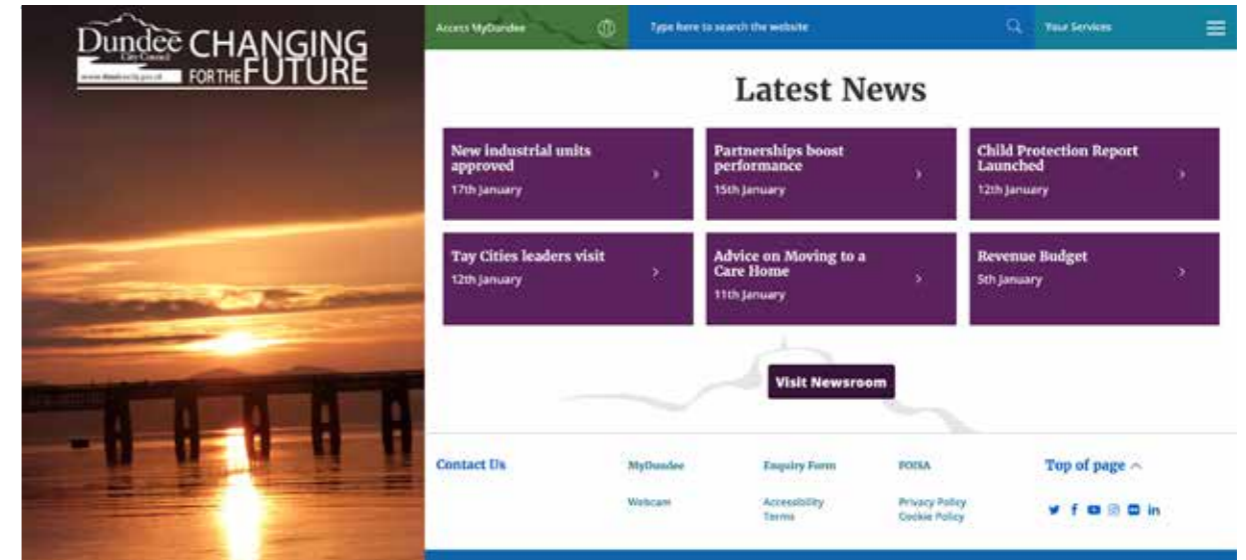


## Our digital communications will be:

- Conversational rather than “broadcast”
- Insight-driven; based on what we know our customers and stakeholders want
- Visual; Making best use of images, videos, infographics and animations
- Fully evaluated; helping us to measure impact and learn for the future
- Supported by other channels to ensure those without digital access/skills aren’t missed

Social media channels and our own [website](#) make visual communication and storytelling easier than ever. And research shows us that good visuals improve social media engagement.

Social is not the only digital tool we will harness, however. Through data capture, we will develop and deliver a suite of newsletters for key audiences. These will include a weekly round-up of news from the council but may also develop into more niche areas such as planning news, education news etc for specific sectors.



**We will:**  
 Investigate opportunities to generate revenue through appropriate website & newsletter advertising

There will also be a focus on communicating the various ways that the corporate website can be used by the public to interact with the council as part of the Channel Shift programme.

In the longer-term, the website will become a “portal” to Dundee for locals and visitors alike. There is an opportunity to bring some or all of the many existing stand-alone sites the council has responsibility for – which can be confusing to audiences – under the umbrella of [www.dundee.gov.uk](http://www.dundee.gov.uk)

Not only would this provide a better customer experience and maximise audiences, but also reduces the support and development burden on IT resources.

# Design

We've never been so bombarded with messaging, from big billboards to the phones we carry in our pockets. It's essential that we deliver marketing campaigns and materials which get heard above the hubbub.



The communications service develops a huge range of high-impact information and marketing materials, both in print and online.

#### These include:

- Posters, leaflets and flyers
- Web pages and digital graphics
- Maps and infographics
- Logos and branding suites
- Brochures, reports and strategy documents

Our marketing materials are recognised for their visual impact, clear messaging and fast turn-around times. We use a broad mixture of traditional marketing channels such as newspaper adverts and leaflet drops alongside social media channels.

In the future, it is likely that we will continue to produce these, but with a focus on digital delivery. Documents will have interactive content, animations will replace still graphics and web pages will become increasingly sophisticated.

**We will:**  
 Seek opportunities to share/repurpose marketing and campaign materials produced by partner agencies

We will also increasingly become involved in multi-platform marketing campaigns which are amplified both in duration and scope. As marketing budgets are reduced, more than ever the emphasis will be on return on investment and seeking out low or no-cost channels which have the same impact as higher-cost vehicles.

Through the development of templates, service areas can be encouraged to develop their own newsletters and marketing materials. Priority will be given to adding “design value” to external materials over those whose audience is solely within the council.

# Internal Communications

A guiding principle of this Strategy is that we give equal importance to internal and external communications.

**Key to achieving that – and bringing about the improvements that employees have asked for – is breaking down some of the barriers to accessing information.**



Every employee has the same right to be kept informed of matters which affect the council, their service area and individual role. They need to understand the council's objectives and how their work contributes to these.

It is the role of line managers to ensure that their teams are updated on a regular basis. The communications division supports this function via the delivery of regular updates on One Dundee and via the AllStaff email system. We can also produce briefing sheets to help line managers update staff.

**We will:**  
Ensure that updates regarding matters which affect the council are relayed to staff before they are published in the press



Digital platforms allow the same opportunities for quick dissemination of information to our members of staff as they do to external audiences. However, we currently have around 1500 members of frontline employees who do not have easy IT/email access at work.

To improve access to information, we will undertake a review of access to OneDundee with a view to making staff information available outside the corporate intranet – i.e. at home and on personal mobile devices. Employees and trade union representatives will be asked to help devise a programme of training and support to roll this out.

**We will:  
Develop an opt-in  
database so staff  
can receive All Staff  
emails at home**



A programme of service area-specific newsletters is currently being delivered as part of a suite of measures to encourage greater communication. And we will investigate the use of social media tools to encourage collaboration and sharing of ideas by our employees.

It is recognised that technology alone cannot solve the challenges of regularly communicating with such a large and disparate workforce.

Our aim is to establish an effective three-way flow of information and communications – up, down and across the organisation – to ensure that ideas, feedback and opinions are heard.

This three-way flow will be essential to delivering a more holistic approach to making information easily and regularly available to all our people and, as a result, to improving workforce communications and engagement.

**“making information easily and regularly available to all our people”**



**City Development Staff Bulletin**  
August 2015

You will all probably be aware that the Council has now approved a new Management Structure. This decision has created four Directorates; **Corporate Services, City Development, Children and Families Services and Neighbourhood Services** each led by an Executive Director.

From the 1 July 2015, I have been appointed as the Executive Director of City Development. The City Development Directorate is essentially comprised of the same services we have delivered for the last 4 to 5 years, however, the department will now have 3 Heads of Service:

- Planning and Economic Development
- Roads and Transportation
- Design & Property

Gregor Hamilton has already been appointed as Head of Planning and Economic Development and the other two posts will be ring fenced for applications from the other current Chief Officers in the City Development Directorate. It is my intention to have these new Heads of Service in post by the end of September at the latest.

All existing Heads of Service will continue in their current roles and existing line management reporting will be unchanged until the new City Development structure is in place.

In addition to this a number of corporate service reviews will be taken forward across the Council over the next few months and these include:

- National Entitlement Card
- Tayside Scientific Services
- Genealogy Services
- Archivist
- Welfare Rights Services
- Design and Property Services
- Construction Services
- Outdoor Learning
- Landscape Design
- Fleet

Events and Tourism  
Community Centres  
Active Schools

It is hoped to complete these by the end of the calendar year.

For many staff nothing will change in your day to day role and you will continue to deliver the high quality services as you do at present. This re-structure however, will give us the opportunity to look at how our services can work better together to improve outcomes for our citizens.

I think this is a very exciting time for City Development and believe it will allow better and more efficient services to be delivered.

I look forward to being able to continue working with you all and to us delivering the exciting changes which are underway within our city.

Best wishes  
**Mike Galloway**  
Executive Director City Development

**Neighbourhood Services Staff Bulletin**  
August 2015

The Council has now approved a new Management Structure. This decision has created four Directorates; **Corporate Services, City Development, Children and Families Services and Neighbourhood Services**, each led by an Executive Director.

From the 1 July 2015, I have been appointed as the Executive Director of Neighbourhood Services. The Neighbourhood Services Directorate is essentially comprised of the same services we have delivered for the last 4 to 5 years, however, the department will now have 3 Heads of Service:

- Outdoor Learning
- Landscape Design
- Fleet
- Events and Tourism
- Community Centre

It is hoped to complete these by the end of the calendar year.

For many staff nothing will change in your day to day role and you will continue to deliver the high quality services as you do at present. This re-structure however, will give us the opportunity to look at how our services can work better together to improve outcomes for our citizens.

I think this is a very exciting time for Neighbourhood Services and believe it will allow better and more efficient services to be delivered.

I look forward to being able to continue working with you all and to us delivering the exciting changes which are underway within our city.

Best wishes  
**Elaine Zwirlein**  
Executive Director Neighbourhood Services

# Evaluation

**We know that effective communication is important – but how do you put a value on it? Digital developments provide some measures of success, while other areas remain less tangible.**

This is an area that communications professionals continue to wrestle with. Nonetheless, it is important that we are able to evidence the value of our division to the best extent possible.

While our communications activity has both improved and increased in recent times, we require to adopt a more strategic approach to ensure that activity is clearly prioritised, monitored and evaluated against the council's key priorities.

This will mean demonstrating clear links between communications activity and its impact on the lives of people in Dundee.

Before launching major marketing campaigns, we will use the OASIS framework to plan and properly target proactive work then ensure it has achieved the desired outcomes.

## **OASIS: Objectives, Audience Insight, Strategy/ idea, Implementation, Scoring/evaluation**

There are a number of other Key Performance Indicators that we can use to measure service outputs and outcomes, although it is likely that these will become more refined over time:

- Number of newsroom articles produced per year
- Number of content “packages” produced
- Growth in social media likes
- Growth of social media engagement
- Website page views/unique visitors
- Intranet page views
- Newsroom page views/unique visitors
- Number of infovideos/infographics produced
- Number of training sessions delivered
- Satisfaction measures including staff survey and consumer survey

# Case Studies

## City Plan

A first for the council, this co-ordinated, digital-focused launch included a multi-media package of videos, images and written content created largely by our in-house team. Content included interviews with pupils at a Dundee nursery school and interviews with key figures that were shared on our social media channels.

The impact was clearly measured. In the first week alone, Tweets about the **City Plan** reached an estimated 64,000 people and organisations. Videos created by the team were watched 2,185 times in that same period.

A longer-term plan for social media engagement, including weeks of “Did you know” Tweets and Facebook posts, has been devised to ensure that the plan remains in the public eye.



## Scottish Housing Day

Creating a buzz needn't put a huge strain on resources. The activity we created around Scottish Housing Day 2017 required minimal input as it allowed us to repackage housing-related content that we had already produced and publish it to social media using the event hashtag.

Not only did this small time investment, supported by one press event, allow us to remind citizens of all the good work going on in housing in Dundee, but feedback from colleagues said it also got the city noticed in their field on a national scale. A calendar of events has now been created to maximise similar opportunities.



“Creating a buzz needn't put a huge strain on resources”



## Council site relaunch



The **council's new website**, launched in late 2017, is a user-friendly portal into the services provided by Dundee City Council and many of its partners. It is designed to be mobile responsive, and around 55% of visits are on portable devices.

The front page was created using analytics about most-used pages, while social media is employed to direct users into regularly-changing content areas including the newsroom and what's on guide. Over time, the website will be expanded and developed to become a broader showcase of Dundee and the services available in the city.

## Tay Cities

The **Tay Cities Deal** was a unique project for Dundee City Council, working as the lead Communications Team for the four local authorities involved in the partnership.

A complete brand identity package was required to promote the Deal. The brand needed to be bold, instantly identifiable and versatile over various platforms and applications, whilst ensuring it represented all four authorities equally. This was achieved by illustrating the geography of the Tay Cities areas through the River Tay in the logo and also the linear graphic which depicts the transition from mountains in West to the sea in the East. Futureproofing of the Deal was symbolised by the digital waves and the four corners of the square represented the four authorities working in partnership.

The suite of graphics created to support the launch and ongoing promotion and awareness of the Deal included:

- Logo design and brand identity
- Strategy document
- Website design
- Event displays
- Banners
- Stationary
- Newsletter templates



**2,537,494**

pages viewed on OneDundee in 12 months



**18,000** followers on Twitter



**10%**

increase in Facebook likes in one month



**20** media releases issued every month (average)



**96** designs requests received every month (average)



# COMMUNICATIONS

**40** jobs sent to print every month (average)



**100** media inquiries dealt with every month (average)



**38,607** searches on OneDundee in 12 months



**6,735,925**

pages viewed on dundecity.gov.uk in 12 months





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# Communication Strategy Action Plan – for 2018-19

This document to be renewed every 12 months following the annual review of the Communication Strategy

## Key areas by theme:

### 1 – Customer service

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER
The council's digital communications channels are effectively used as a two-way/customer service tool	There are strong links between the website and customer service, but this is not replicated on social media. There is growing evidence that the public wants to use social media for complaints, requests for service etc.	Pilot customer service access to Twitter and Facebook pages (with training) for 9-5 service.	31/08/2018	S Bell/J Kopel
		Investigate web site "live chat" function	31/12/2018	S Bell/ IT

### 2 – External/digital

Dundee City Council corporate site is a "portal" to various services in the area and broad range of information	Council site is largely corporate-focused, although it does signpost other areas. A vast array of other sites are owned and managed by service areas and partners	Audit and reassess range of sites currently hosted or managed by Dundee City Council	31/12/2018	S Bell
		Expand range of "civic" content hosted on site	31/05/2018	F Christison
Council's social media policy is fit for purpose	Council currently has a social media policy, but it is some years old and in need to review in light of proliferation of new platforms, accounts and staff	Consult on, draft and launch new social media policy	31/10/2018	S Bell
A suite of general and niche newsletters is distributed to appropriate audiences	System allows this but not currently used	Trial a general purpose newsletter and look to expand	31/03/2019	S Bell/F Christison

Deliver all communications messages through the most effective channels	Good website growth and strong presence on existing social media channels, particularly Twitter	Keep social media channels under review and add new as required	Ongoing	F Christison
	Many newsletters produced but circulations/readerships unknown	Audit reach of current suite of newsletters and focus on most effective/new areas	31/12/2018	S Bell/ G Ireland
Social media accounts can be accessed from corporate centre	Many accounts held across service areas, but there is limited access to logins	Audit of accounts and request for logins/passwords	31/12/2018	F Christison
Impact of council marketing spend is maximised and broader messaging is co-ordinated & targeted	Marketing and other promotional campaigns created in different areas of the council. Branding is inconsistent	Communications service to consult on and co-ordinate all marketing initiatives across the council	31/12/2018	S Bell/ Exec Directors

### 3 – Communications service

Team members keep their technical skills up to date in the fast-changing world of internal and external communications	Variety of level of skills and experience in technical fields such as social media and digital media creation	Training in photography and video to be delivered	30/06/2018	S Bell
		Training in social media to be provided	30/09/2018	S Bell
		Training in digital animation to be provided	30/06/2018	S Bell
Team has the IT/equipment necessary to deliver modern digital content	Some key equipment borrowed from others/owned by staff. Low-cost/free temporary software solutions have been found to deliver digital content	Deliver an integrated picture desk solution	31/08/2018	R Watson
		Audit existing social media tools and deliver best solution.	31/12/2018	S Bell/ F Christison
		Provide hardware and software for video editing	31/12/2018	S Bell
		Create a digital calendar of events and content for planning purposes	Complete	Communications service



Our key marketing campaigns & messages are evaluated to ensure effectiveness	We currently do little evaluation. While achieving this can be difficult, social media provides some metrics	Implement OASIS tool to measure & maximise effectiveness	31/03/2019	S Bell
Elected members & senior officials are trained in dealing with media and aware of support services provided by communications service	Varying levels of confidence dealing with media. Also varied understanding of how service can support communications activity	Provide training sessions to elected members and senior officials as required	Ongoing	S Bell
		Provide regular internal updates on changes in services provided by service & raise awareness	Ongoing	S Bell
The communications service provides the most effective & streamlined service to internal and external customers	Internal processes have evolved over time and are in need of review. Clients currently may have to deal with multiple members of staff	Carry out "service design" review & look to introduce a consistent, one point of contact model	31/10/2018	S Bell/S Kyle
The service maximises the opportunities provided by collaborative working	Pan-regional and Scotland-wide initiatives are ad hoc. Work is repeated in different areas.	Co-ordinate a pan-Tay Cities area communications practitioners group	31/01/2019	S Bell

#### 4 – Internal

Online access to corporate information and staff services provided to the widest number of people possible	Hundreds of council staff currently don't have easy access to One Dundee and All Staff email communications. This has contributed to feedback reflected in staff survey	Provide external access to One Dundee for staff to using personal devices	31/08/2018	S Bell/B McLeary
		Create an opt-in database of personal email addresses to receive All Staff emails	31/08/2018	S Bell/J Robertson
		Launch and promote these new services under a 'One Dundee, wherever you are' banner	31/12/2018	S Bell
Every service area produces a quarterly newsletter for their workforce	Internal newsletters are sporadic in geography and frequency	Calendar of issue dates distributed to all service areas	Completed	B Soutar

