

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 07 JUNE 2021**  
**REPORT ON: COMMUNICATION STRATEGY 2018-21 UPDATE**  
**REPORT BY: CHIEF EXECUTIVE**  
**REPORT NO: 160-2021**

**1.0 PURPOSE OF REPORT**

To give an update on progress during 2020/21 on the Council’s Communication Strategy 2018-21 and associated action plan.

**2.0 RECOMMENDATIONS**

The Committee is asked to:

- i) Note the progress being made on the strategy, and
- ii) Agree the 2021/22 action plan at Appendix 3.

**3.0 FINANCIAL IMPLICATIONS**

None.

**4.0 MAIN TEXT**

- 4.1 The current Dundee City Council corporate communication strategy was published in 2018, and is now in its last year. 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 and its partners.
- 4.2 Effective communications are essential to achieving the ambitions set out in the Council Plan, 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 strategy is being delivered against the backdrop of an ever-changing communications landscape. Social media and digital channels are redefining the way people consume information, interact with large organisations and share opinions.
- 4.4 Whilst the strategy seeks to embrace and harness new channels for communicating, with a shift to “digital by default” communications in keeping with the Council’s Digital Strategy, listening to feedback from communities during the pandemic means this must be supplemented by continuing to use more “traditional” channels to reach those who don’t have ready digital access or skills.
- 4.5 It also supports the processes and partnerships required to deliver emergency communications like those required during the response, recovery and renewal phases of the Coronavirus pandemic.
- 4.6 Appendix 1 is the annual report on the Strategy. It provides an update on the work carried out over the past year, including case studies. Key achievements over the past 12 months include:
  - 1. Providing clear and effective communications to the general public and the Council workforce throughout the Covid-19 pandemic. Areas of focus have ranged from promoting understanding and compliance with Protection Level restrictions to vaccination and testing, support for people and businesses, public protection, schools information and online learning resources, impacts on services and buildings, recovery activity and much more. During the recent budget consultation, communication was identified as one of the top areas in which the Council had done well during the pandemic.

2. Due to the consistency of the Council's Covid-19 messaging, branding and Frequently Asked Questions materials, aligning national information and resources to local requirements and priorities, recognition of our hard work has been received from the Scottish Government and other councils
3. Developing the Tayside Cares website, brand and social media as a central point of information for the public, particularly on current Protection Levels, testing, self-isolation/support and vaccinations.
4. Working closely with and supported communications teams from partner organisations across a range of activities during the pandemic, including the development of shared social media content and other materials. This included the production of video interviews with Covid-19 survivors, encouraging compliance with the restrictions, on behalf of all local resilience partners.
5. Supporting communications during major outbreaks such as the 2Sisters food production plant, which involved the dissemination of key information in 17 languages to workers resident in the city, and local student accommodation.
6. Designing 116 different Covid-related information signs, which were used not only internally across Council buildings but also made available for third sector partners and businesses to download and use in their premises.
7. Engaging with the Fairness Commissioners in a ground-breaking partnership to better deliver pandemic communications, with a specific focus on language and the most effective channels for digitally excluded and vulnerable audiences.
8. Continued rapid growth of our social media channels, increasing the audiences that we communicate and engage directly with. Notable increases have been seen on Facebook (up 33% to 18,032 page followers) and Instagram (46% increase to 5232 followers), reflecting the value and relevance of content delivered. Across the four main social media channels, the Council now has almost 61,000 followers. In addition, the Council continues to explore new channels, including the setting up of a TikTok account in 2020/21.
9. Harnessing these audiences to successfully carry out a number of consultation exercises, including the Budget survey, biodiversity and the future of the city centre.
10. Continuing to develop our video and animation content, for internal and external use. Examples include video campaigns for Macmillan Improving the Cancer Journey, the reopening of city tourism and safety arrangements for the Scottish Parliament election, as well as return to office induction materials and the monthly Chief Executive's blog.
11. Working in partnership with Dundee Volunteer and Voluntary Action to deliver an exemption letter scheme, supporting those with legitimate reasons not to wear a face covering in public areas such as shops and transport.
12. Successfully executing a programme of City Marketing activity ahead of the reopening of hospitality and tourism venues. Put Dundee On Your Map combined digital and traditional media marketing with an impactful series of adverts. Evaluation of the campaign has shown that engagement far exceeded industry standards across the board, delivering over 25 million page impressions and tens of thousands of visitors to the Dundee.com website. Feedback from local stakeholders has also been extremely positive.
13. Harnessing the "extranet" - OneDundee On The Move – which launched last year as a tool to engage with employees during lockdown and working from home. The number of page views per month has more than doubled on average, and the annual total was over 100,000 page views.
14. Partnering with ClearChannel on a zero-cost bus stop digital advertising campaign, covering subjects such as suicide prevention, Coronavirus restrictions, the reopening of shops and hospitality etc. This delivered more than 1.3 million advert plays over two months.

15. Increasing collaborative working across a wide range of projects and organisations, including the signing of the Tay Cities Deal, Dundee Health & Social Care Partnership, Leisure and Culture Dundee, Protecting People, the Michelin Scotland Innovation Parc and Eden Project.
- 4.7 Appendix 2 is the action plan which underpinned the delivery of the strategy's first three years, with updates on delivery. A new action plan set out in Appendix 3, based on 2021-22 priorities, feedback from stakeholders and learnings from the work undertaken so far, will continue to drive our corporate Communication Strategy.
- 4.9 Activity over the coming year will focus on supporting the delivery of the city and Council's Covid-19 recovery plans, as well as the Drugs and Fairness Commissions. Sector-specific activity will include delivering an ongoing calendar of effective City Marketing activity to support the Tourism and Culture sectors' recovery plans.
- 4.9 Other key projects for the coming year include developing the use of Office 365 for internal communications; continuing improvements in communication with digitally excluded and vulnerable external audiences and building on the strong relationships with partners to share communications and amplify messaging.

## **5.0 POLICY IMPLICATIONS**

This report has been subject to an assessment for any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

## **6.0 CONSULTATIONS**

The Council Management Team were consulted in the preparation of this report.

## **7.0 BACKGROUND PAPERS**

None.

Gregory Colgan  
Chief Executive

Steven Bell  
Service Manager, Communications

DATE: 25/05/2021



# Communication Strategy 2021



# Communication Strategy **2021**

## Contents

Introduction	4
Coronavirus - COVID-19	6
Social and Digital Media	10
Marketing and Design	14
Working with the Media	20
Partnership Working	24
Engaging with our People	28





# Introduction

## Much has changed in the three years since the Council's Communication Strategy was launched.

We've gone on a successful digital journey, which has seen the audience that the authority informs and engages with increase exponentially through the growth of social media, video content and infographics.



The media landscape has altered radically, including major changes to local radio provision and the shift to web-first publishing by many newspapers.

And of course the last year has been like no other, with communications fundamental to the Coronavirus pandemic response.

The corporate communications team, and the wider Council, have embraced these changes and challenges in order to best support the city through the pandemic as well as the ongoing delivery of services and priorities.

This final annual report focuses on the period of the pandemic, and much of the Communication over the past 12 months has either directly or indirectly involved Covid-19 and the impact on local communities.

Likewise, the majority of actions undertaken by the Council and its partners in response to the crisis have required effective communication across a range of audiences.

The annual report demonstrates how the digital by default approach has been invaluable during lockdown, in communicating with our own employees and the wider population.

The revised social media policy is supporting and empowering teams across the Council to engage

with citizens like never before. Corporate channels showcasing services, disseminating information in impactful ways and providing immediate feedback now reach over 61,000 users.

At the same time, this annual review showcases a commitment to employing a variety of more traditional channels to ensure digitally excluded and vulnerable audiences are informed and engaged.

In the coming pages, you'll see examples of partnership working in action, to maximise audiences and provide clarity of messaging. Existing working relationships between agencies have undoubtedly been strengthened in the adversity of the last 12 months.

Those relationships also including the evolving traditional press, including print, TV and radio, who have supported the collective efforts to mitigate the impacts of the pandemic while maintaining their scrutiny role on behalf of the public.

Much has been learned in the challenges of the last year, learnings that will inform our ongoing work through the pandemic and recovery period, as well as the next Communication Strategy in 2022.

However, regardless of the different channels used and approaches taken, one thing remains constant. Communication is at the heart of everything we do as a Council.



# Coronavirus (COVID-19)



**Effective communication has been essential to the Coronavirus pandemic response, on a local, national and international level.**

It's how the public not only understands the ever-changing landscape of restrictions but also the rationale behind them, in order to encourage compliance.

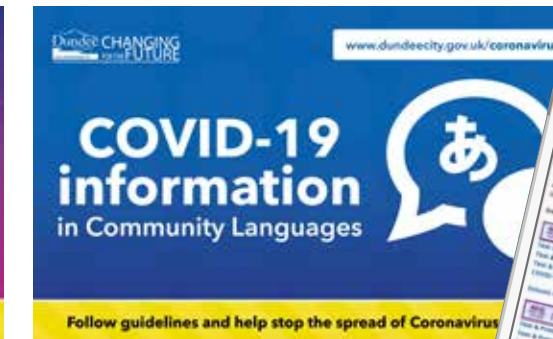
It's how people know where to get help if they need it, from lifeline support to protection of the vulnerable to the various streams of grant aid available to businesses.

And it's at the heart of how we help our communities to safely recover and rebuild following the unprecedented and unforeseen challenges of a public health crisis which has now lasted for more than a year.



In that period, the communications resources across the local resilience partnership have been tested like never before. Communications teams have worked closely together to align messaging, share resources and deal with significant outbreaks such as the 2Sisters Factory – which involved sharing information in 17 different languages – and student accommodation in Dundee.

Partnership working has also helped to effectively communicate information about major programmes such as the vaccination campaign and local testing arrangements, as well as the varying protection levels and travel restrictions.



**“It's at the heart of how we help our communities to safely recover and rebuild...”**



In Dundee, key activity also included schools communications (and online learning resources), impacts on Council buildings and services, sectoral business information, recovery plans and much more. A weekly round-up of Coronavirus-related news has remained among the most-read items on our website and corporate intranet.

We've also produced 119 different Covid-related information signs and maintained the **Tayside Cares website** and social media feeds as a trusted source of region-wide information and support.

The effectiveness of this activity can be measured in the continued rapid growth of our social media channels, high levels of engagement and significant increases in website traffic.

Schools updates were each read thousands of times, while the Frequently Asked Questions documents shared following the introduction of Level 3 and 4 restrictions in 2020 attracted over 9,000 views, as well as being picked up and republished by local media and neighbouring local authorities.

The Council's communications response was identified in the annual budget survey as one of the key things the authority had done well during the pandemic, and was also praised by the Scottish Government for the consistency of messaging, branding and FAQ materials, aligning national information and resources to local requirements and priorities.



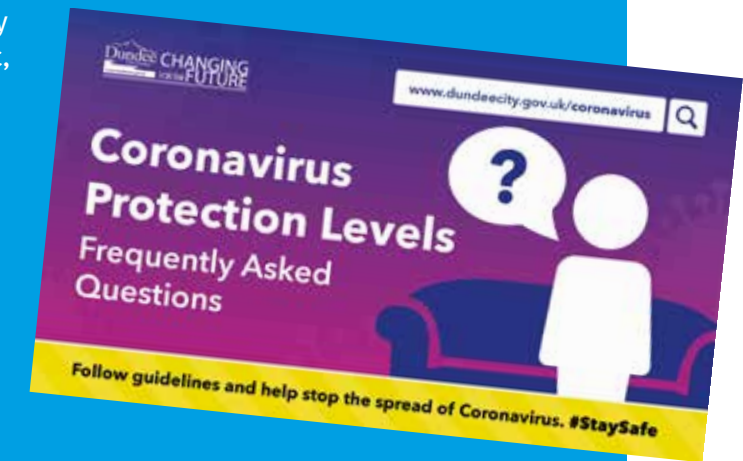
## Case Study Fairness Commissioners

While digital channels have been the primary form of communication during the pandemic, a key focus has been on keeping harder to reach audiences informed.

In early 2021, the Council's communications team partnered with a group of Fairness Commissioners to review the channels used to disseminate information, as well as the language used.

Commissioners reviewed documentation such as the Frequently Asked Questions guide to Protection Levels and provided numerous suggestions on ways to make the content more accessible. This included language changes and a greater focus on visual communication such as infographics.

The Commissioners also provided valuable insights into channels of communication, highlighting local radio as a key source of information, as well as the effectiveness of posters in public areas with high footfall.



The initial feedback from the Commissioners, as well as the Pensioners' Forum, has been shared with local communications partners and embedded wherever possible into how we keep the public updated.

Further sessions with the group will take place during the recovery phase of the pandemic.



# Social and Digital Media

Once again during 2020/21 there was huge growth in the Council's social media following, reflecting the value that the public place on the information and content being shared on a daily basis.

Twitter continues to be the largest channel, with the corporate account this year passing the milestone of 30,000 followers. By comparison, when the current Communication Strategy was launched in 2018, that figure was around 18,000.

Facebook is growing rapidly, up 33% to 18,032 followers in the past 12 months, while Instagram also performed well (46% increase to 5,232 followers) and is an important platform for engaging with younger audiences. Our Instagram following is among the highest of Scottish local authorities.

Across the four main social channels (the business-focused LinkedIn being the other one, up around 1,000 followers this year to just under 8,000), the Council now has around 61,000 followers.

The value of this is significant, beyond just bald numbers. These figures represent audiences that the Council can communicate directly with, whether that be cost-effective surveys and consultations or sharing critical information such as during severe weather or the current pandemic.

The last 12 months have seen a notable increase in the use of Twitter as a customer

service channel. Access has been rolled out to customer service colleagues, who can respond to inquiries from members of the public online.

One of the benefits of this is that answers provided in a public forum (where appropriate) can be seen by others with similar issues, preventing multiple queries. It's hoped that the coming year will see customer service rolled out across other social media channels.

The cross-platform social media growth continues to be achieved by focusing the most relevant content on each channel, engaging rather than broadcasting, and presenting information more visually – for example through infographics or animated videos.

**“answers provided in a public forum .. can be seen by others with similar issues, preventing multiple queries..”**

We continue to focus on the engagement and outcomes from our social media activity – tracking how many people respond to a survey or click through to a website, for example. This allows us to provide up-to-the-minute data to services on interest in, and engagement with, campaigns and announcements.

And we're continually looking at new platforms and developments. This year saw the launch of a **Council TikTok account** with the aim of reaching even younger audiences and providing information relevant to them in a format which they are more used to.

Supported by the communications team, the Council also continues to deliver and grow a range of sector specific social media accounts, covering everything from tourism (with another 40,000 followers across Facebook, Twitter and Instagram) to housing to green health.



**“..the aim of reaching even younger audiences and providing information relevant to them in a format which they are more used to.”**

## Case Study - Bus stop adverts

Digital communication is, of course about more than just social media. This year the team has created a range of impactful communications, including videos, animations, podcasts and infographics.

This is largely done in house, harnessing the skills of the team rather than outsourcing in a market where a 15-picture photoshoot can cost £3,000 and an animation as much as £5,000.

For the first time, during 2021 the Council also delivered a series of digital bus stop adverts at locations across the city as part of the multi-channel approach to communication.

The initiative was born out of a partnership with ClearChannel, the company which operates the digital advertising hoardings, and came at zero cost to the Council beyond a small amount of staff time repurposing existing creative materials to fit the bus stop format.

A range of different messages were shared, changing on a week-to-week basis depending on priorities or any particular issues which had emerged. It was also possible to target

specific geographies, so adverts encouraging people not to hold house parties were focused on the West End and City Centre following a Coronavirus outbreak in March.

Other adverts covered themes as varied as suicide prevention, the latest Coronavirus restrictions, the Take Pride in your City campaign and the Love Dundee Local brand which supported the reopening of shops and hospitality.

The initiative, which aligned with feedback from Fairness Commissioners about ways to engage with digitally excluded and vulnerable audiences, resulted in the various adverts being played around 1.3 million times across the city over a two-month period.





# Marketing and Design

With the public facing a barrage of communications during the pandemic, the ability to “cut through” with essential information has never been more important.



That has meant a focus on delivering announcements, updates and campaigns in ways which are eye-catching, impactful and easy to understand.

Throughout the public health crisis, the Council has maintained a consistent visual style across all of its physical and digital design assets. This has then been overlaid with visual cues for critical changes – for example using different colours for the various Coronavirus Protection Levels.



By utilising this consistent approach, members of the public can immediately recognise that the information is about Covid-19 and coming from a trusted source.

Hundreds of social media graphics have been created over the course of the year, as well as infographics and video clips. Animations were used as a tool to help people understand safety arrangements – examples of this included the reopening of recycling centres, Scottish Parliamentary election polling station arrangements and employees induction for the reopening of Council buildings.



There also continues to be a demand for printed materials, such as the public protection signposting flyers which have been distributed as part of the support for vulnerable people arrangements.



And of course signage is an important part of keeping the public safe. So far some 119 different designs have been created, for use not only in Council buildings but also by third and private sector partners.

As the city centre reopens after the winter lockdown, the Council is helping to deliver a LoveDundeeLocal campaign, welcoming customers back and encouraging them to safely support the city's traders. New banners have been hung throughout the city centre, and posters have been created allowing traders to show their support for the initiative.

Investment in in-house skills and technology continues to deliver a cost effective and flexible design service, with fast turn around times for projects such as animations and web design which would cost many thousands of pounds to commission externally.

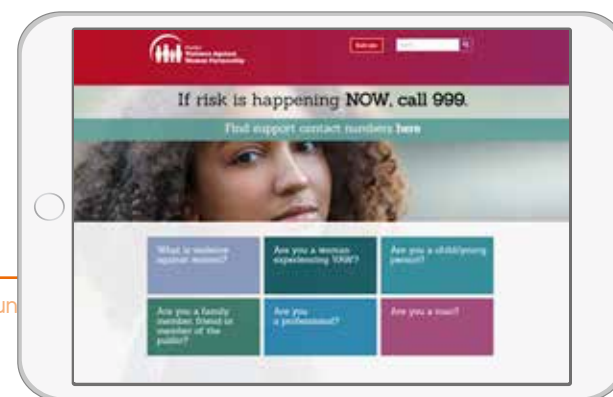
Throughout the pandemic, these skills have also been made available to the local resilience partnership and partner agencies to support their communications needs. A series of video interviews with Covid-19 survivor was delivered at the request of the LRP to encourage ongoing compliance with the restrictions.

In addition to Covid-related work, hundreds of other design projects have been delivered

Communications Strategy 2020 Update · Dundee City Council

## “Investment in in-house skills and technology continues to deliver a cost effective and flexible design service...”

in 2020/21, from the new [Violence Against Women website](#) to the Tay Cities Region Deal document, Waterfront marketing assets to EU Settlement Scheme graphics.



## Case Study - Put Dundee On Your Map

The marketing activity undertaken to bring visitors to Dundee prior to the pandemic was hugely successful and internationally recognised.

The challenge now is to rebuild what is a key sector for the local economy, aligning marketing activity to the tourism and culture recovery plans.

Over the past few months, working closely with local stakeholders, the Council has developed and delivered a campaign focused on attracting Scottish visitors to come and stay, capitalising on Dundee's status as the UK's top Staycation City during a period when the prospects for international travel remain unclear.

The campaign, entitled Put Dundee On Your Map, proved particular difficult to deliver as a result of lockdowns, changing restrictions and the challenges of gauging public appetite for arranging holidays in these unprecedented times.

Nonetheless, the initial two phases of the campaign which ran from February to April proved hugely successful, putting Dundee front of mind for the key demographics of food loving culturalists, curious travellers, adventure seekers and families and couples under 35.

Put Dundee On Your Map combined digital and traditional media marketing with an impactful series of adverts on themes including culture, design and activities.

Evaluation of the campaign has shown that engagement far exceeded industry standards across the board, delivering millions of page impressions and tens of thousands of visitors to the Dundee.com website.

Feedback from local stakeholders was also extremely positive, and it has now been agreed that the campaign will be continued with new creative assets through 2021/22.







Staff Survey 2020

# YOUR VIEW

**EU Settlement Scheme**  
– don't miss out.  
**Deadline for applying - 30 June 2021**

Apply online using a PC, laptop, Android device or iPhone on the GOV.UK website at [www.gov.uk/settle-status-for-citizens-family](https://www.gov.uk/settle-status-for-citizens-family)

From the EU Settlement Resolution Centre  
Call 0300 528 1234 Monday to Friday 9am to 4pm  
or weekends 9.30am to 4.30pm

From the Citizens Advice Bureau  
Call 0800 144 8943  
or visit [www.citizensadvice.org.uk](https://www.citizensadvice.org.uk)

**Scottish Parliamentary Elections**  
6th May

**Chief: Rory Lovie**  
Hake Fillet, Venison Chop, Potatoes and Fennel, Lobster

**Dundee River Food Festival**

**COVID-19**  
Employee Wellbeing Support Service

Engage Dundee 2020  
**What has Coronavirus and lockdown meant for you?**

Community Engagement

# #DundeelsNow

**CITY CENTRE COVID RECOVERY E-NEWS**  
AUGUST 2020

As we find ourselves in these unprecedented and challenging times, it is now more important than ever that we continue to consult and communicate with all City Centre businesses to help...

**British Sign Language and Sensory Awareness Skill Development**  
2 Minute Survey.

Dundee  
**Mainstreaming Equality Report**

**Dundee Tourism Narrative Toolkit**

DUNDEE

**Young Person's Guarantee DUNDEE**







# Working with the Media

Despite the industry's challenges, before and during the last 12 months, Dundee continues to have a healthy media presence.

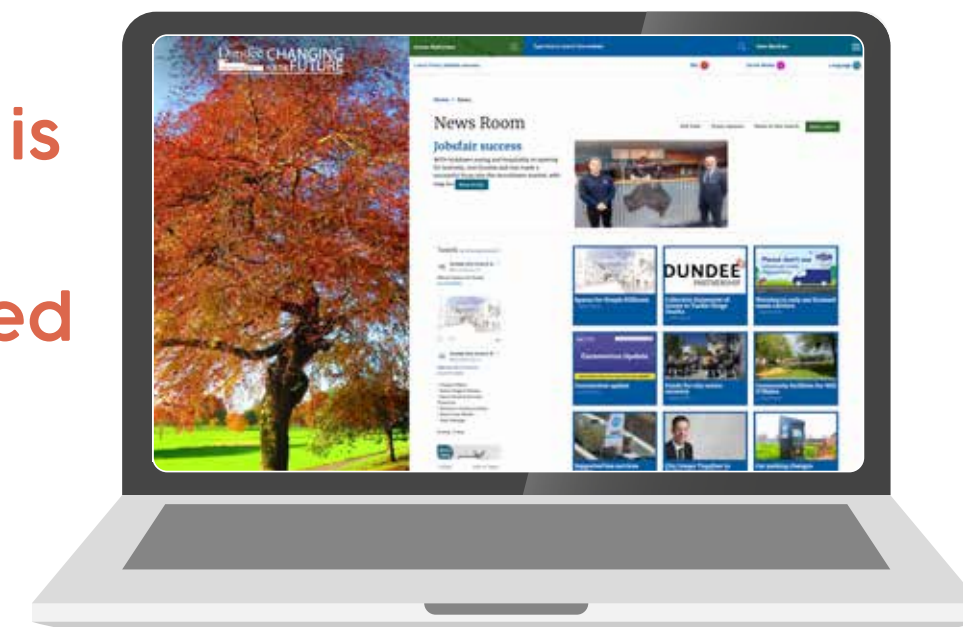
Newspapers, radio stations and TV maintain local teams of journalists, providing both support for and scrutiny of public service delivery.

The way that news is delivered has evolved rapidly during 2020, with more and more focus being placed on the web. Newspapers in particular are branching out into the creation of video, podcasts and other multimedia reporting to support a subscriber-based model.

The Council's communications are evolving in line with this. In addition to issuing around 300 news releases per year, the team also provides a range of multimedia assets including photographs, videos and even FAQs.

The team answers dozens of queries every month from local, national and international journalists (including a 24/7 emergency reactive service) and organises press calls or briefings.

“The way that news is delivered has evolved rapidly during 2020..”



Local media also provides opportunities to reach different audiences through advertising. Radio in particular has been identified as a way of getting information to people who don't have ready access to digital channels.



A number of radio advertising campaigns were run over the past year, from suicide prevention to updates on the latest Coronavirus

Dundee is enjoying a well-earned moment in the metaphorical sun, thanks to a transformative urban redevelopment project, the high-profile opening of the V&A design museum in 2018, and a recent place on Lonely Planet's list of top 10 cities. Beyond the glimmering new buildings along the redeveloped post-industrial waterfront area, the city has a rich cultural heritage and thriving creative scene. Add to this its location on the north bank of the Firth of Tay, with views across the river to Fife, plus plenty of great bars and restaurants, Dundee is a worthy contender for a city break with bags of character.

restrictions and ways to get lifeline assistance and financial support.

During lockdown, the Council partnered with local radio station Wave FM (now Pure FM) to deliver a series of essential public messages at very low cost.

Traditional media is also an important channel for raising awareness of Dundee as tourism resumes following lockdown.

Articles extolling the virtues of the city have appeared in the like of the Independent and The Times over the past year, and further visits from national journalists will be arranged in the coming months.



## Case Study - Working with schools

Reorganisation of DC Thomson reporters under the company's Apollo transformation programme has led to the creation of a Schools Team, focusing on education and family matters.

This move builds on an already close relationship with the council which previously resulted in successful collaborations like the Chalk Talk supplement and Youngstars pages.

The direct focus of the reporting team has allowed new opportunities to develop to in-depth coverage of city nurseries and schools.

Content reaches audiences not only through the print editions of the Courier and Evening Telegraph, but over social media feeds and websites.

Video, as well as photography, is used to illustrate issues, and interviews have been conducted with councillors, senior officers, head teachers and pupils.

Regular briefings on topics such as attainment, Covid recovery and the role of foster carers have been delivered, giving

a chance for reporters to develop their understanding of the city's children and families service, as well as applying more direct scrutiny.

During school closures due to coronavirus, council digital learning officers provided a thorough explanation of how Dundee schools were providing remote learning to pupils.

The reporting team were also given access to Kingspark School after it reopened following a Covid-19 outbreak.





# Partnership Working

The creation of the groundbreaking Tayside Cares website and social media channels symbolises the close partnership working between agencies' communications teams over the last 12 months.

It has been delivered with the support of all partners and breaks down any traditional agency “silos” to provide the public with a single, region-wide source of information and support across health, support, schools and universities, volunteering and much more.

Partnership working between teams was identified by the local resilience partnership as a strength during the pandemic response, and an essential requirement given the limited resources of individual teams to deal with a long-term crisis.

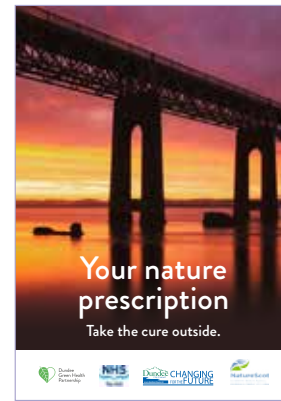
The Council also represents Tayside partners on the National Resilience Communications Group, liaising with the Scottish Government and national agencies to ensure consistency of messaging and raise local issues.



The strengthening of these local and national relationships will be essential going forward as the delivery of public services evolves.

The Council will continue to play a key or leadership communications role in a number of critical projects, from the Drugs Commission to the Tay Cities Deal, the Michelin Scotland Innovation Parc to the Eden Project.

**“Partnership working between teams was identified by the local resilience partnership as a strength during the pandemic response, and an essential requirement...”**



The Communications Division also works closely with NHS Tayside and the Third Sector in supporting the Dundee Health and Social Care Partnership, with Leisure and Culture Dundee and with local tourism and culture groups on delivering their recovery strategies.

Often this is complex work, ensuring that the needs of all partners are met and that agreement is reached on proactive and reactive communications.

This ever-expanding network of partnerships, within Dundee and beyond, has however provided opportunities for the Council to collaborate on communications, share best practice and amplify messaging.

**“...agreement is reached on proactive and reactive communications.”**

## Case Study - Tay Cities Deal signing

Communications teams from local and national government agencies came together to support the signing of the Tay Cities Region Deal in December 2020.

This was the culmination of months of planning, and the result of strong partnerships forged over a period of years since the initial publication of the Deal bid document.

Nonetheless, it was an event without precedent – the public signing of a £300million Deal taking place virtually via Microsoft Teams due to Coronavirus restrictions.

Partners including the two Governments, local authority communications teams, universities and the private sector worked on a script and communications plan for the event.

Photography and a joint Press release was shared after the signing, as well as an infographic-led social media campaign.

The focus of this activity was on broadening understanding of the Deal and the impact it will have across the Tay Cities area.



Building on this, a calendar of activity has been developed. Partners meet every two months to plan communications and discuss issues.

Dundee City Council continues to have a lead role within this partnership, including responsibility for its social media presence and website as well as the design of key documents.



# Engaging with our people



One of the biggest challenges of the past year has been keeping the Council workforce informed during a period of lockdown and subsequent months of home working for the majority of employees.



A number of initiatives were put in place to maintain engagement with employees, including surveys (such as the Return to Workplace consultation which attracted over 1000 responses), Covid-focused chief executive blogs and regular news updates on OneDundee.

The latter covered not only pandemic information but ongoing Council news on topics such as Best Value, Brexit, the Council budget and the roll-out of Microsoft Office 365.

An average of 200,000 pages are viewed on the Intranet every month, or 30 pages for every employee. Most popular items have included information on vaccination centres, Use Your Own Device and the budget and council tax, as well as IT services, job vacancies and the Learning Hub.

“the monthly chief executive’s blog is now in video format”

During 2020, a weekly round-up email was introduced to give colleagues a summary of the week’s key updates, as well as signposting wellbeing and learning resources. This has proved popular, with regular feedback and suggestions received.

In keeping with the digital strategy, the monthly chief executive’s blog is now in video format. Feedback for this has also been popular, and the videos are viewed hundreds of times every month.

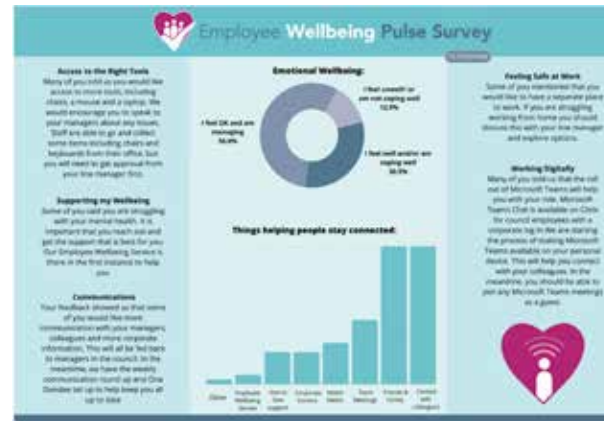




Video is also being used as a key tool for the induction materials which will support employees as they return to workplaces, alongside clear building signage created by the communications team.

Employee “pulse” surveys included questions about communication. These indicated that the majority of colleagues were satisfied with the level of corporate information, although gaps were identified in communication between some line managers and their teams.

“...majority of colleagues were satisfied with the level of corporate information”



Services have also been supported to share their own internal newsletters, and work is under way to explore how Office 365 can be used to further encourage the sharing of information, workforce engagement and collaboration opportunities.

Over the next 12 months, the communications team will develop a specific plan for internal communications, ensuring that results from employee surveys and feedback are reflected and acted upon.

## Case Study - OneDundee On The Move

When **OneDundee On The Move** was launched in 2019, its true value over the coming months couldn’t have been anticipated.

The “extranet” version of our corporate portal was created as a way to reach colleagues who didn’t have regular access to IT systems, making news, policy documents and more available from any personal device.

Fast forward a few months and, like all employers, the Council found itself dealing with the impacts of lockdown and a workforce quickly adjusting to working from home.

The value of OneDundee on the Move quickly became evident – when the country went into lockdown, the number of pageviews increased from an average of over 2000 per month to over 22,000 in March 2020 alone!

Analysis of site usage shows that areas of most interest include the learning hub, wellbeing service and pay and benefits, as well as the regular news updates.

While not at the peak of the first month of lockdown, usage of the extranet remains on average between 2x and 3x higher, and over 100,000 pages were viewed by colleagues during the 12 months of 2020/21.

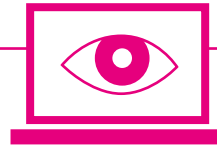
More and more Council information is shared digitally, so it’s important that all our employees have access to this if they choose to, regardless of whether they use IT in their day-to-day work.

One Dundee on the Move also allows all colleagues to check payslips and request leave 24/7, wherever they are, via any computer or mobile device.



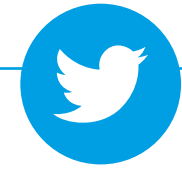


**2,511,005**



pages viewed on OneDundee in 12 months

**30,370**



followers on Twitter

**7%**

**25**

media releases issued every month (average)



**27%**



increase in Facebook likes in one year

**29,400**

COVID support leaflets printed and distributed during lockdown



# COMMUNICATIONS

**776**

media inquiries handled in 2020



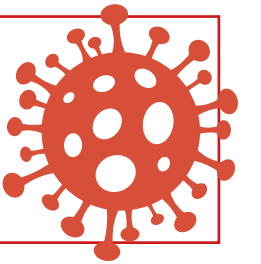
**60,769**

total social media followers



**119**

COVID-19 related posters created



**4,189,596**

web site page views



**25,281,688**

ad impressions through city marketing campaign





**Steven Bell**  
Service Manager  
Corporate Communications  
Chief Executive's Service  
Dundee City Council  
t: 01382 307489  
e: [steven.bell@dundee.gov.uk](mailto:steven.bell@dundee.gov.uk)

# 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	STRATEGIC THEMES
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.	Complete	S Bell/J Kopel	Social and digital
		Investigate web site "live chat" function	Ongoing	S Bell/ IT	Social and digital

### 2 – External/digital

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
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	Audit carried out and assessment of site requirement ongoing	S Bell	Social and digital
		Expand range of "civic" content hosted on site	Complete	F Christison	Social and digital
Council's social media policy is fit for purpose	Council currently has a social media policy, but it is	Consult on, draft and launch new social media policy	Complete	S Bell	

Appendix 2

	some years old and in need to review in light of proliferation of new platforms, accounts and staff				Style and standards; social and digital, internal communications
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	On hold, pending the outcomes of trials elsewhere	S Bell/F Christison	Social and digital
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. Reached 25,000 Twitter followers in Jan 2019.	F Christison	Social and digital
	Many newsletters produced but circulations/readerships unknown	Audit reach of current suite of newsletters and focus on most effective/new areas	Ongoing. Surveys under way to research audience.	S Bell	Our vision; social and digital, internal communications; evaluation
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	Complete	F Christison	Social and digital
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	Complete. Brand guidelines created, Comms officer now part of Brand Dundee group.	S Bell/ Exec Directors	The bigger picture, design, evaluation

3 – Communications service					
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
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	Complete	S Bell	Our vision; social and digital
		Training in social media to be provided	Complete	S Bell	Our vision; social and digital
		Training in digital animation to be provided	Complete	S Bell	Our vision; social and digital; design
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	Complete	R Watson	The media
		Audit existing social media tools and deliver best solution.	Ongoing. Pilot in Angus to be reviewed before rollout in 2019	S Bell/ F Christison	Our vision; social and digital
		Provide hardware and software for video editing	Complete	S Bell	Our vision; social and digital
		Create a digital calendar of events and content for planning purposes	Complete	Communications service	Our vision; social and digital
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	Complete. OASIS tool in use from Jan 2019.	S Bell	Evaluation
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	Complete	S Bell	The media; our vision; internal communications
		Provide regular internal updates on changes in services provided by service & raise awareness	Ongoing	S Bell	Our vision; internal communications

Appendix 2

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	Improvements made but formal redesign now 2019/20	S Bell/S Kyle	Our vision; the bigger picture
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	Complete	S Bell	The bigger picture

4 – Internal					
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	
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	Complete	S Bell/B McLeary	Internal communication; social and digital
		Create an opt-in database of personal email addresses to receive All Staff emails	Ongoing	S Bell/J Robertson	Internal communication; social and digital
		Launch and promote these new services under a 'One Dundee, wherever you are' banner	Complete	S Bell	Internal communication; social and digital
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	Complete	B Soutar	Internal communication

# Communication Strategy Action Plan – for 2019-20

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	STRATEGIC THEMES
The council's digital communications channels are effectively used as a two-way/customer service tool	Social media is increasingly being used by the public as a customer service channel. Training is being undertaken to pilot the use of Twitter and Facebook by CS staff	Assess pilot customer service access to Twitter and Facebook pages (with training) for 9-5 service and embed into day-to-day operations.	Complete	S Bell/J Kopel	Social and digital
		Investigate web site "live chat" function	Ongoing	S Bell/ IT	Social and digital

### 2 – External/digital

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
A co-ordinated, impactful and effective approach is taken to the marketing of Dundee as a place to visit, live, work, study and invest	A significant focus has been placed on Dundee over the past year, including international media attention tied to the opening of V&A Dundee. A number of organisations and agencies are engaged in various initiatives to promote the city	Work with stakeholders on a strategic, inclusive approach to city marketing	Ongoing. Engagement with stakeholders undertaken and major programme of campaign activity launched during 2019/20	A Calder/ S Bell	The bigger picture; design
		Contribute to the delivery of a calendar of marketing activity which delivers tangible outcomes		S Bell	The bigger picture; design

Appendix 2

<p>A suite of general and niche newsletters is distributed to appropriate audiences</p>	<p>System allows this but not currently used</p>	<p>Trial a general purpose newsletter and look to expand</p>	<p>On hold, pending the outcomes of trials elsewhere</p>	<p>S Bell/F Christison</p>	<p>Social and digital</p>
<p>Deliver all communications messages through the most effective channels</p>	<p>The Council delivers communications across a range of platforms. The past year has seen an increased focus on the use of video/animation and infographics as appropriate. The growth of following across platforms indicates that users are receiving relevant content</p>	<p>Keep social media channels under review and add new as required</p>	<p>Ongoing</p>	<p>S Bell/F Christison</p>	<p>Social and digital; design</p>
<p>A calendar of regular, effective marketing campaigns is delivered to support the priorities of the Council and its partners</p>	<p>Marketing campaigns are delivered on an ad hoc basis. While there will always be an element of this, forward planning will allow better use of resources and avoid clashes</p>	<p>Create and maintain calendar in consultation with services</p>	<p>Ongoing</p>	<p>S Bell</p>	<p>Our vision; the bigger picture; design, evaluation</p>
<p>Social media accounts can be accessed from corporate centre</p>	<p>The number of accounts linked to the Council continues to grow. An audit of accounts has been carried out and appropriate logs/passwords now held</p>	<p>Introduce a social media management tool to support our growing use of these platforms, ensuring maximum impact from campaigns and providing oversight of content</p> <p>Maintain login list and carry out checks to ensure it is up-to-date</p>	<p>Not now being progressed</p> <p>Complete</p>	<p>S Bell</p> <p>F Christison</p>	<p>Social and digital</p> <p>Social and digital</p>



Appendix 2

Employees are aware of and follow the Council's social media policy and guidance	A new social media policy and guidance document has been created. It is a significant departure from the previous policy and embraces the power of these platforms as a communications tool	Create and deliver a communications plan which ensures that staff across the council are aware of the policy/guidance and its contents	Complete	S Bell/ K Ritchie	Style & standards; social and digital; internal communications
--	---	--	----------	-------------------	--

### 3 – Communications service

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
Team members keep their technical skills up to date in the fast-changing world of internal and external communications	Growing level of skills and experience in technical fields such as social media and digital media creation. The skills mix has significantly increased during 2018/19 and knowledge-sharing is taking place regularly	Calendar of in-house training & skills development to be created and implemented	Ongoing	S Bell	Our vision
		Seek opportunities to learn from best practice of other agencies	Ongoing	S Bell	Our vision; the bigger picture
Our key marketing campaigns & messages are evaluated to ensure effectiveness, and that the impact is shared with clients	OASIS framework has been implemented from 2018/19 for key campaigns. Engagement metrics are being used more often to assess effectiveness of communications activity	Embed the use of engagement metrics (eg click-throughs, likes/shares) into day-to-day communications activity	Ongoing	S Bell/ Communications service	Evaluation
		Ensure that campaign outcomes are shared with clients	Ongoing	S Bell	Evaluation

Appendix 2

<p>Elected members &amp; senior officials are trained in dealing with media in all its forms</p>	<p>All elected members/ senior officials have been offered media training</p>	<p>Provide in-house training sessions to elected members and senior officials on how to make best use of social media</p>	<p>Now 2020/21</p>	<p>S Bell/ M Thomas</p>	<p>The media; social and digital</p>
<p>The communications service provides the most effective &amp; streamlined service to internal and external customers</p>	<p>Internal processes have evolved over time and the range of services offered by the communications team has broadened significantly. Clients currently may have to deal with multiple members of staff</p>	<p>Carry out “service design” review &amp; look to introduce a consistent, one point of contact model</p> <p>“What we do” page with contact details and other relevant resources to be created on Intranet</p>	<p>Now 2020/21</p> <p>Complete</p>	<p>S Bell/ S Kyle</p> <p>S Bell</p>	<p>Our vision; the bigger picture</p> <p>Our vision; internal communication; social and digital</p>
<p>The service maximises the opportunities provided by collaborative working</p>	<p>A pan-regional group has been created and meets quarterly. DCC is also represented at the National Communications Group and other relevant bodies</p>	<p>Seek opportunities for pan-Tayside collaboration, including shared use of resources where appropriate</p> <p>Ensure that partner agencies are aware of our campaigns and how to support them</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>S Bell</p> <p>S Bell</p>	<p>The bigger picture; design</p> <p>The bigger picture, design, social and digital</p>
<p>Services are supported to create their own, well-presented documents where appropriate</p>	<p>While the design team continues to create highly-visual documents, the demand on this service is increasing. Some services have discovered that they can create their own, well-presented documents (particularly for internal audiences) using Word, with designers adding a cover etc.</p>	<p>Provide templates for services to create their own Word documents, with training and support from the design team as required</p>	<p>Complete</p>	<p>K Laidlay</p>	<p>Design</p>

4 – Internal					
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
Online access to corporate information and staff services provided to the widest number of people possible	Intranet access is being extended to those who don't currently use the council network, alongside the extension of our All Staff email list	Promote the use of the extranet and related resources throughout the Council under the One Dundee, Wherever You Are banner	Complete	S Bell/ K Ritchie	Internal communication; social and digital
Feedback on communications from the 2019 Staff Survey is evaluated and acted upon to make improvements	Communications is one of the key areas in the Council staff survey. This provides valuable insights into our current communications, and offers suggestions for further development	Create and deliver a Corporate action plan as required  Assist service areas to deliver communications actions in line with their feedback	Now 2020/21  Now 2020/21	S Bell  S Bell/ Exec Directors	Internal communication  Internal communication



# Communication Strategy Action Plan – for 2020-21

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	STRATEGIC THEMES
The council's digital communications channels are effectively used as a two-way/customer service tool	Social media is increasingly being used by the public as a customer service channel. CS staff have now been trained to monitor and respond to customer service queries on social media	Roll out monitoring of complaints which are made via social media and embed into our existing complaints procedure. Ensure teams know processes for collation/response	Ongoing	S Bell/B Findlay	Social and digital
		Investigate web site "live chat" function	Ongoing	S Bell/ IT	Social and digital

### 2 – External/digital

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
A co-ordinated, impactful and effective approach is taken to the marketing of Dundee as a place to visit, live, work, study and invest. This should reflect and support the Tourism and Culture sectors' recovery plans	A significant focus has been placed on Dundee over the past two years, including international media attention tied to the opening of V&A Dundee. A number of organisations and agencies are engaged in various initiatives to promote the city. The tourism/hospitality and cultural sectors have been acutely affected by Covid-19	Work with stakeholders on a strategic, inclusive approach to city marketing in line with new Tourism / Cultural sector recovery plans	Ongoing. First year of marketing activity successfully delivered despite challenges of lockdowns. In-house marketing content also created.	A Calder/ S Bell	The bigger picture; design
		Contribute to the delivery of a calendar of marketing activity which delivers tangible outcomes		S Bell/ J Caswell	The bigger picture; design

Appendix 2

			Procurement under way for forthcoming year's campaigns. Engagement with stakeholders including Tourism Leadership Group ongoing.		
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	On hold, pending the outcomes of trials elsewhere	S Bell/F Christison	Social and digital
Deliver all communications messages through the most effective channels	The Council delivers communications across a range of platforms. The past year has seen an increased focus on the use of video/animation and infographics as appropriate. The growth of following across platforms indicates that users are receiving relevant content	Keep social media channels under review and add new as required	Ongoing	S Bell/F Christison	Social and digital
		Explore the potential of Facebook Groups as a means of engaging with new audiences	Ongoing. This has been trialled with some success.	P Turner/F Christison	Social and digital
A calendar of regular, effective marketing campaigns is delivered to support the priorities of the Council and its partners	Marketing campaigns are delivered on an ad hoc basis. While there will always be an element of this, forward planning will allow better use of resources and avoid clashes	Create and maintain calendar in consultation with services	Ongoing	S Bell	Our vision; the bigger picture; design, evaluation

Appendix 2

The Council's websites meet new requirements for accessibility	New legislation is being implemented which requires all Council sites to meet a set standard for accessibility.	Review Corporate and other websites against new standard and make any improvements required. Support services with bespoke websites. Audit and remove outdated sites which are no longer required.	Ongoing. Significant improvements to the corporate site's accessibility score made during year	S Bell/ F Christison/J Lawson	Social and digital
--	---	--	--	-------------------------------	--------------------

### 3 – Communications service

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
Team members keep their technical skills up to date in the fast-changing world of internal and external communications	Growing level of skills and experience in technical fields such as social media and digital media creation. The skills mix has significantly increased and knowledge-sharing is taking place regularly	Calendar of in-house training & skills development to be created and implemented	Ongoing	S Bell	Our vision
		Seek opportunities to learn from best practice of other agencies	Ongoing	S Bell	Our vision; the bigger picture
Our key marketing campaigns & messages are evaluated to ensure effectiveness, and that the impact is shared with clients	OASIS framework has been implemented from 2018/19 for key campaigns. Engagement metrics are being used more often to assess effectiveness of communications activity	Embed the use of engagement metrics (eg click-throughs, likes/shares) into day-to-day communications activity	Complete	S Bell/ Communications service	Evaluation
		Ensure that campaign outcomes are shared with clients	Ongoing	S Bell	Evaluation
Elected members & senior officials are trained in dealing with media in all its forms	All elected members/ senior officials have been offered media training	Provide in-house training sessions to elected members and senior officials on how to make best use of social media	Delayed due to pandemic. Now 2021/22.	S Bell/ M Thomas	The media; social and digital

Appendix 2

<p>The communications service provides the most effective &amp; streamlined service to internal and external customers</p>	<p>Internal processes have evolved over time and the range of services offered by the communications team has broadened significantly. Clients currently may have to deal with multiple members of staff. A new process for requesting design work has been implemented</p>	<p>Carry out “service design” review &amp; look to introduce a consistent, one point of contact model</p>	<p>Delayed due to pandemic. Now 2021/22.</p>	<p>S Bell/ S Kyle</p>	<p>Our vision; the bigger picture</p>
<p>The service maximises the opportunities provided by collaborative working</p>	<p>A pan-regional communications group has been created and meets quarterly. DCC is also represented at the National Communications Group and other relevant bodies</p>	<p>Seek opportunities for pan-Tayside collaboration, including shared use of resources where appropriate</p> <p>Ensure that partner agencies are aware of our campaigns and how to support them</p>	<p>Complete. The collective response to the pandemic has demonstrated the strengths of local partnership working.</p>	<p>S Bell  S Bell</p>	<p>The bigger picture; design</p> <p>The bigger picture, design, social and digital</p>
<p>The team have a clear emergency communications plan which reflects and supports the Council's generic emergency plan</p>	<p>A plan was created in 2017 and maintained since, but should now undergo a full review.</p>	<p>Review existing emergency communications plan and update as required. Ensure that this captures learning from Covid-19 pandemic</p>	<p>Ongoing. Learning from pandemic has been captured and fed into LRP review. Full review of emergency comms plan in 2021/22.</p>	<p>S Bell/ S Blythe</p>	<p>Our Vision; the bigger picture</p>



4 – Internal					
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
The Council's workforce is well engaged and informed about its values and priorities.	The forthcoming staff survey will provide insights into how information is distributed through the Council	Create and implement and internal communications plan which meets the needs of the organisation and its people	Delayed due to pandemic response. Now 2021/22.	M Boyle	Internal communication
Online access to corporate information and staff services provided to the widest number of people possible	Intranet access has been extended to those who don't currently use the council network	Grow the use of the extranet and related resources throughout the Council under the One Dundee, on the Move banner	Complete. Significant increases in use of extranet during home working.	S Bell/ F Christison	Internal communication; social and digital



# Communication Strategy Action Plan – for 2021-22

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	STRATEGIC THEMES
The council's digital communications channels are effectively used as a two-way/customer service tool	Social media is increasingly being used by the public as a customer service channel. CS staff have now been trained to monitor and respond to customer service queries on social media	Investigate web site "live chat" function	31/03/2022	S Bell/ IT	Social and digital

### 2 – External/digital

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
A co-ordinated, impactful and effective approach is taken to the marketing of Dundee as a place to visit, live, work, study and invest. This should reflect and support the Tourism and Culture sectors' recovery plans	Marketing the city will be key to the tourism/culture sector recovery plans. A delivery sub-group has been established within Tourism Leadership Group structure. Marketing activity successfully delivered in 2020/21 and planning for 2021/22 under way	Contribute to the delivery of a calendar of marketing activity which delivers tangible outcomes	31/03/2022	S Bell/ J Caswell	The bigger picture; design
A suite of general and niche newsletters is	Discussions under way with potential suppliers about product functions and costs	Trial a general purpose or tourism-focused newsletter and look to expand	31/10/2020	S Bell/F Christison	Social and digital

Appendix 3

distributed to appropriate audiences					
Deliver all communications messages through the most effective channels	The Council delivers communications across a range of platforms. Past years have seen an increased focus on the use of video/animation and infographics as appropriate. The significant growth of following across platforms indicates that users are receiving relevant content. Non-digital channels remain key and the Council is working with Fairness Commissioners on how best to engage harder to reach audiences	<p>Keep social media channels under review and add new as required</p> <p>Grow new corporate TikTok account as a means of engaging with younger audience groups</p> <p>Promote and develop the use of non-digital channels to target harder-to-reach audiences in line with the principles of inclusive and accessible communications</p>	<p>Ongoing</p> <p>31/12/2021</p> <p>Ongoing</p>	<p>S Bell/F Christison</p> <p>M Thomas</p> <p>S Bell</p>	<p>Social and digital</p> <p>Social and digital</p> <p>The bigger picture</p>

### 3 – Communications service

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
Team members keep their technical skills up to date in the fast-changing world of internal and external communications	Growing level of skills and experience in technical fields such as social media and digital media creation. The skills mix has significantly increased and knowledge-sharing is taking place regularly	<p>Web design training for members of the design services team</p> <p>Seek opportunities to learn from best practice of other agencies</p>	<p>31/12/2021</p> <p>Ongoing</p>	<p>S Bell</p> <p>S Bell</p>	<p>Our vision</p> <p>Our vision; the bigger picture</p>
Local media outlets receive the right Corporate information in the right formats	There has been significant change to local media operations,	Review local media changes and update contact/ mailing lists according. Engage with	30/06/2020	S Bell	The media

Appendix 3

	including structures and the ways that they deliver news	newsrooms to assess changes to their requirements  Ensure that media information is provided in a variety of formats, including broadcast-quality video and audio clips	Ongoing	S Bell	The media
Elected members & senior officials are trained in dealing with media in all its forms	All elected members/ senior officials have been offered media training	Provide in-house training sessions to elected members and senior officials on how to make best use of social media	31/03/2022	S Bell/ M Thomas	The media; social and digital
The communications service provides the most effective & streamlined service to internal and external customers	Internal processes have evolved over time and the range of services offered by the communications team has broadened significantly. Clients currently may have to deal with multiple members of staff. A new process for requesting design work has been implemented	Carry out “service design” review & look to introduce a consistent, one point of contact model  Roll out evaluation surveys for design services and monitor effectiveness	31/12/2021  31/10/2021	S Bell/ S Kyle  K Laidlay	Our vision; the bigger picture  Design; evaluation
The team have a clear emergency communications plan which reflects and supports the Council’s generic emergency plan	A plan was created in 2017 and maintained since, but should now undergo a full review	Review existing emergency communications plan and update as required. Ensure that this captures learning from Covid-19 pandemic	31/12/2021	S Bell/ S Blythe	Our Vision; the bigger picture
A comprehensive media monitoring service is delivered to elected members and senior officers	In-house media monitoring was suspended due to lockdown and the impacts of home	Relaunch media monitoring service	30/06/2021	S Bell	Our vision; the media

Appendix 3

	working. A new solution is required to deliver service going forward in line with blended working arrangements				
--	--	--	--	--	--

4 – Internal					
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER	STRATEGIC THEMES
The Council's workforce is well engaged and informed about its values and priorities.	Staff surveys during home working have provided insights into how information is distributed through the Council. Office 365 provides new opportunities to inform, engage and collaborate	Create and implement and internal communications plan which meets the needs of the organisation and its people	31/10/2021	M Boyle	Internal communication
		Maximise opportunities provided by Office 365 to improve communication. To include investigation of Team and Service-level microsites	31/10/2021	S Bell / L&OD/ IT	Internal communication
Online access to corporate information and staff services provided to the widest number of people possible	Intranet access has successfully been extended to those who don't currently use the council network	Grow the use of the extranet and related resources throughout the Council under the One Dundee, on the Move banner, building on experiences during lockdown and home working	Ongoing	S Bell/ F Christison	Internal communication; social and digital