

ITEM No ...4.....

REPORT TO: POLICY AND RESOURCES COMMITTEE - 31 OCTOBER 2022
REPORT ON: COMMUNICATION STRATEGY 2022-27
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 273-2022

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

The Committee is asked to approve the corporate communication strategy and integrated action plan (see Appendix 1).

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

- 4.1 Dundee City Council produces a corporate communication strategy every five years, with the last published in 2018. 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 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 strategy will be 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. This strategy seeks to embrace and harness the new channels for communicating while allowing flexibility over its lifespan to adapt to future developments.
- 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. Inclusive communication is a key pillar of the strategy.
- 4.5 Other key areas of focus include growing engagement with our audiences on digital channels, building on the success of recent years in developing the audience with which the Council can communicate directly. There is also a renewed approach to communications with our staff, empowering leaders and managers to be part of the two-way sharing of information and making best use of the technologies embedded during the pandemic.
- 4.6 While the new strategy looks to the future, in all aspects it seeks to build on successes and learning from its predecessor. Key achievements over the period include:
- a) 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, information about schools and online learning resources, impacts on services and buildings, recovery activity and much more. During the last budget

consultation, communication was identified as one of the top areas in which the Council had done well during the pandemic.

- b) Playing a prominent role in the city's response to the death of Her Majesty The Queen, including working closely with a range of partners to ensure the safe and dignified passage of Her Majesty's funeral cortege through the city.
 - c) 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.
 - d) Continued rapid growth of our social media channels, increasing the audiences with which we communicate and engage. Across all social media channels the Council now has almost 70,000 followers, a growth of 180% on the 25,000 at the time the previous strategy was launched. New platforms such as TikTok have also been embraced.
 - e) Harnessing these audiences to successfully carry out a number of consultation and engagement exercises, including the annual Budget survey, Dundee Decides and seeking views on the future of the city centre.
 - f) Successfully executing a programme of City Marketing activity on behalf of the Dundee Tourism Leadership Group. '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 58,000 engagements last year alone. Feedback from local stakeholders has also been extremely positive.
 - g) Launching the "extranet" - OneDundee On The Move – as a tool to engage with employees during lockdown and working from home. Over 6,000 pages are viewed on the corporate intranet every day.
 - h) 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 850,000 advert plays last year.
 - i) Increasing collaborative working with partners from all sectors on the City's priorities as well as a wide range of projects like the Tay Cities Deal, Protecting People, the Michelin Scotland Innovation Parc and Eden Project.
- 4.7 Appendix 1 includes an integrated action plan which underpins the delivery of the strategy. Activity over the coming year will focus on supporting the delivery of the City and Council Plans, as well as key projects such as the Dundee Climate Fund and ongoing City Marketing campaigns.
- 4.8 Other key projects for the coming year include developing the use of Office 365 for internal communications; working with leaders and managers to improve the flow of information through the workforce; continuing improvements in communication with digitally excluded and vulnerable external audiences; increasing engagement on digital platforms; 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 Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of / mitigating factors for them is included as Appendix 2 of this report.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

Gregory Colgan
Chief Executive

Steven Bell
Service Manager, Communications

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Communication **Strategy**

2022-27

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Introduction

Meaningful communication is at the heart of everything we do at Dundee City Council.

Communicating well is the responsibility of everyone as we seek to promote awareness of Council services and priorities, engage with citizens, encourage positive behaviour change and collaborate across our workforce.

This strategy is designed to be a useful tool for the corporate leadership team, heads of service, all employees and councillors. It sets out a framework for council communications and gives strategic direction to all communications activity undertaken on behalf of the authority.

It is extensively shaped by learning from the Coronavirus pandemic, a crisis which demonstrated like never before the critical importance of effective communication.

Our commitment is to use a multi-channel approach to reach the widest possible audience of customers and stakeholders we serve, including residents, employees, businesses, community partners, visitors to the city and other agencies.

This approach has contributed to the percentage of Dundee residents who believe the Council communicates well reaching its highest level since 2011, according to the most recent Citizen Survey.

Externally, we will focus on the priorities contained within the City and Council Plans, working with partners across Dundee to develop co-ordinated, effective, efficient services that meet the needs of our communities and deliver better outcomes for all.

All communications activities must demonstrably promote work carried out to achieve the objectives outlined in those plans.

Internal communications will be inclusive and two-way, as the council continues to go through major changes, including the introduction of new technologies which are transforming the way we interact and collaborate.

We will seek to provide communications services on the most cost-effective basis, for example by continuing our shift towards the digital communications which proved so effective in sharing key messages during the pandemic.

At the heart of that is our corporate website, which receives hundreds of thousands of page views every month, and the huge social media following across multiple channels which has developed over the last four years.

However, we also commit to delivering inclusive communications, which are more resource intensive but also vital to ensuring all of our citizens are informed and empowered.

The challenge for an organisation with around 150,000 customers and a large range of services is how it communicates clearly and simply in a complex and constantly changing environment, with ever increasing financial pressures.

This strategy sets out how we will address that challenge.

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Aims, Vision and Objectives

Aims

The ultimate aim of our communications is that all employees, residents, partners and stakeholders have a clear understanding and a positive perception of our vision, aims, values, services and achievements, leading to higher levels of satisfaction and engagement.



Vision

What are we trying to do?

To deliver on its priorities, the Council must be able to communicate with a wide range of organisations, individuals and partners.

We therefore need to...

- make the council easy to understand and talk to
- ensure that everyone understands our targets, and what the outcomes will be – showing people what success looks like
- coordinate and direct communications so that all parts of the council are working towards shared objectives in line with the City and Council plans.
- ensure employees and partners understand their contribution through clear objectives, milestones and deadlines
- make sure people know the outcome of the changes the council makes, and the context for those changes
- ensure openness and transparency
- make people feel better informed
- ensure that people feel proud of Dundee as a place to live, work and visit, and also that employees feel proud to work for the council.



The visual element of this brand – our corporate identity – is generally understood by staff and customers.

Our brand is an important communications tool, made up of these components:

- **Our overall purpose** – what are we here for?
- **Our values** – what drives us to do the things we do?
- **Our key messages** – what are we saying about what we offer?
- **Our service delivery** – what do we provide, compared with what we promise?
- **Our behaviour** – how do we treat our customers and our staff?

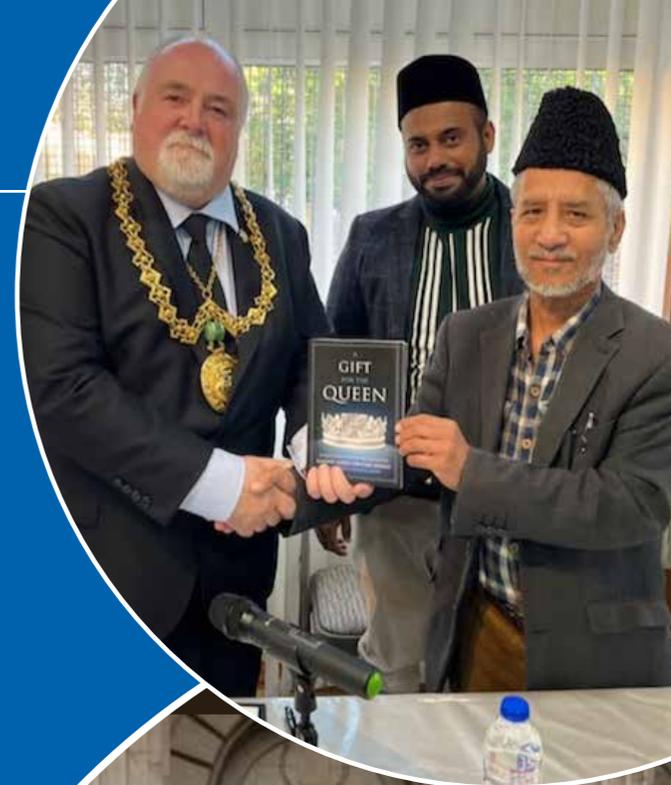
It is important that we bring these elements together in a unified approach across all communications channels, so that we are consistent in tone, look and feel. People need to understand who we are and what we stand for.

People need to understand who we are and what we stand for.



Objectives

- **To secure and strengthen the reputation of the council** in the community as an effective and efficient provider of high-quality outcomes, focused on our values and priorities
- **To build and maintain a professional corporate identity** for consistent and co-ordinated use throughout the organisation
- **To promote the reputation of the council** as an effective, efficient and listening organisation focused on the public and their needs
- **To ensure that communications are consistent and co-ordinated** across all channels to give maximum support to the council's strategic priorities
- **To ensure all employees understand the priorities of the council** and feel valued and able to contribute to major changes affecting services they provide
- **To ensure that our communications activities reflect the full diversity of the community** and help ensure equality of access to all our services.





Delivering on our objectives

Corporate communications capacity will be focused on the council's key messages and ensuring that the most appropriate level of resource is available for priorities and activities supporting the delivery of the City and Council Plans.

Our communications activity can be broken down into distinct areas:



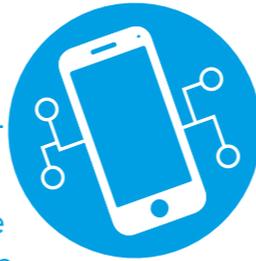
Digital and Social Media

Traditional Media and PR

Marketing and design

Internal Communications

Digital and Social Media



The pandemic demonstrated the value of digital platforms as the most effective means of sharing information with a wide audience, particularly when regular updates are required.

Social media platforms have become an integral part of our communications strategy. Through its investment in digital communications, the council has built a substantial social media audience with which it can engage directly – almost 70,000 users across corporate Twitter, Facebook, Instagram, LinkedIn and Tiktok accounts.

In addition, services are empowered to create their own accounts where a need is identified. In parallel with the development of this Communications Strategy, we continue to promote and, where necessary, update our social media policy and guidance handbook.

We embrace the opportunities that social media can deliver in terms of reputation enhancement, engaging with the public using their medium of choice, greater two-way dialogue and the insights that social media can provide, and as an opportunity to reduce cost versus other communications channels.

We utilise the penetration of social media in dealing with crisis communications, providing regular news updates on our digital channels to create a channel shift away from phone calls to service centres during busy periods.

This two-way communication allows for key information to be shared across a range of demographics, and instant feedback to be received and shared with services. It can assist with running surveys and consultations, delivering crisis communications, responding to customers and promoting the range of services the council offers.

The diversity of those platforms allows the communications team to deliver information in relatable and effective ways, including the use of videos and animations, infographics, podcasts and quick-fire polls.

Now that this large audience has been established, a key priority for the coming years will be to promote social media engagement, and thereby ensure that as



many users as possible see the updates the council is publishing. This will be achieved by providing engaging content, encouraging appropriate dialogue and using analytics to assess the best times and platforms for sharing important information.

We recognise the value of our website as a source of information, as a point for customer transactions and as a convenient alternative to face-to-face and telephone contact. Around 400,000 pages are viewed on the website every month.

We are committed to continually reviewing and developing the corporate site to make it even easier to find the information

residents and stakeholders need, to report faults and incidents, to provide feedback and to conduct many different types of transactions, all in a 24/7 environment. Work also continues to be undertaken to ensure that the website is as accessible as possible to people with disabilities.

The Council also supports a number of targeted websites, with a number of them such as the Dundee.com tourism promotion site, the Tay Cities website and Invest Dundee performing important roles. A review will be undertaken of all council sites with a view to rationalising any sites that aren't delivering value for money or that are no longer required/out of date.

Traditional Media and PR



While the publishing landscape continues to evolve, traditional print and broadcast outlets remain important channels by which information can be disseminated to Dundee’s citizens, including those who don’t have access to web and social media platforms.

We will work to maintain and further improve positive print and broadcast coverage through our media relations service, recognising the proven link between the public’s sense of feeling informed and feeling satisfied. We will take every opportunity to use these channels to promote the work of the council, its policies and achievements with engaging written content, interview opportunities and quality photography/videos created by our in-house team.

When issuing news releases to the media, we will follow a clear process which informs stakeholders first, and will work to ensure that employees hear about important announcements affecting them from the council before they are in the press.

The council also provides a reactive media service, which provides timely statements and responses to journalists’ enquiries 24/7, in line with the changing demands of round-the-clock web publishing.



Our communications will be:

Community-focused: we will foster a sense of community spirit that is supportive. By championing certain types of behaviour or attitudes we can strengthen communities. We will promote community empowerment and participation.

Challenging: our communications can be inspiring to generate behavioural change. If we need to be frank with the public on issues, we’ll use forthright language to encourage people to address and change their behaviour and challenge those around them.

Informative: our work should demonstrate how services make a positive impact on people and communities. Helping people to help themselves will assist in making our communities more resilient and capable.

Inspiring: enlightening to residents and businesses about what already exists and what we are planning to do in Dundee. We will reinforce our vision for the future through reference to the City and Council Plans, inspire our communities with our ideas and work collaboratively.

Creative: we will use the full range of creative skills to ensure our messages are compelling, whether through video, photography, design or in writing.

Responsive: we will be quick to respond in times of an incident or an issue occurring to assist the public, services and partners.

Practical: whether responding to an emergency situation or to assist people in acquiring a service, communications needs to provide realistic and reassuring advice using language easily understood by people.



Marketing and Design



We will maintain and develop our programme of multi-media and integrated campaigns that underpin the council's values and priorities, delivering eye-catching graphics and messages developed by our in-house design team.

These campaigns are another important way of sharing information with digitally disadvantaged audiences, and the council's approach to this has been shaped by feedback from the city's Fairness Commissioners.

In line with the proposals for the Public Sector Equality Duty, and the feedback from the Social Renewal Advisory Board, we will work to embed inclusivity in our corporate communications. This will build on the work already undertaken with the Fairness Commissioners and in improving website/document accessibility.

Where possible, our inclusive communications will include the use of no or low-cost external sites such as bus stop display screens and council-owned poster frames. Marketing budgets will need to be identified where appropriate to ensure that information is shared as widely and effectively as possible, using print and broadcast advertising as necessary.

In addition, we are committed to ensuring that corporate communications materials, in whatever format they are issued, are available in accessible and inclusive formats. This will include using plain English and designs which are easy to read and understand for all.



Our campaigns will be bold and eye-catching, aimed at ensuring as big an impact as possible. And they will be measured – we use the OASIS planning tool to ensure communications campaigns have a defined outcome that can be evaluated:

- **Objective:** our campaigns will have a clear intended outcome.
- **Audience:** we will define the audiences for each campaign to ensure we reach the relevant people.
- **Strategy:** before we do any creative work we will define the strategy for each campaign which will guide us throughout the life of the campaign.
- **Implementation:** our execution will be creative, bold and eye-catching. It will maximise the opportunity to change behaviour and achieve the outcome.
- **Scoring:** we will set out how we will evaluate our work for each campaign in advance, with the most significant measures being those that demonstrate the outcome.



Internal communications



Internal communications play a vital role in ensuring staff keep in touch with the council’s plans and priorities, and the challenges ahead.

As we focus on the employee experience and work to support colleagues to deliver quality outcomes, everyone needs to understand how their actions contribute to the overall achievement of priorities.

In line with our People Strategy, an annual employee survey and quarterly “pulse” surveys will be conducted to improve engagement with the workforce and address issues emerging from the feedback.

Through the pandemic, the council used a range of means to keep in touch with its employees, including the Intranet and its on-the-move version, emails, employee surveys and the use of Teams for video meetings, calls and chats.

At the same time, managers will be encouraged and supported to communicate effectively with their teams. Communication is everyone’s job, and managers play a crucial role in ensuring understanding of priorities in their areas, building a team ethos and receiving feedback from the workforce.

We must continue that development, ensuring that staff and partners working on council priorities are included, engaged and that they receive messaging in a format that works for them.

Building on our experiences, a twin-pronged approach to employee communications will be developed. Key information will be shared corporately through the existing channels, using blogs, news articles, targeted emails and the weekly round-up newsletter to provide updates on matters affecting all employees.



The cascading of corporate, service and team-level information, and receiving feedback on it, is the responsibility of every line manager. Regular team meetings, briefings and quality one-to-one conversations are essential to ensuring that all council employees feel valued, informed, engaged and motivated.

service level intranets to building large information-sharing communities through Yammer.

To deliver this, we will require to build communications skills across the organisation, supported by an in-house communications resource that is empowered to identify and solve communications problems, and resourced to implement solutions.

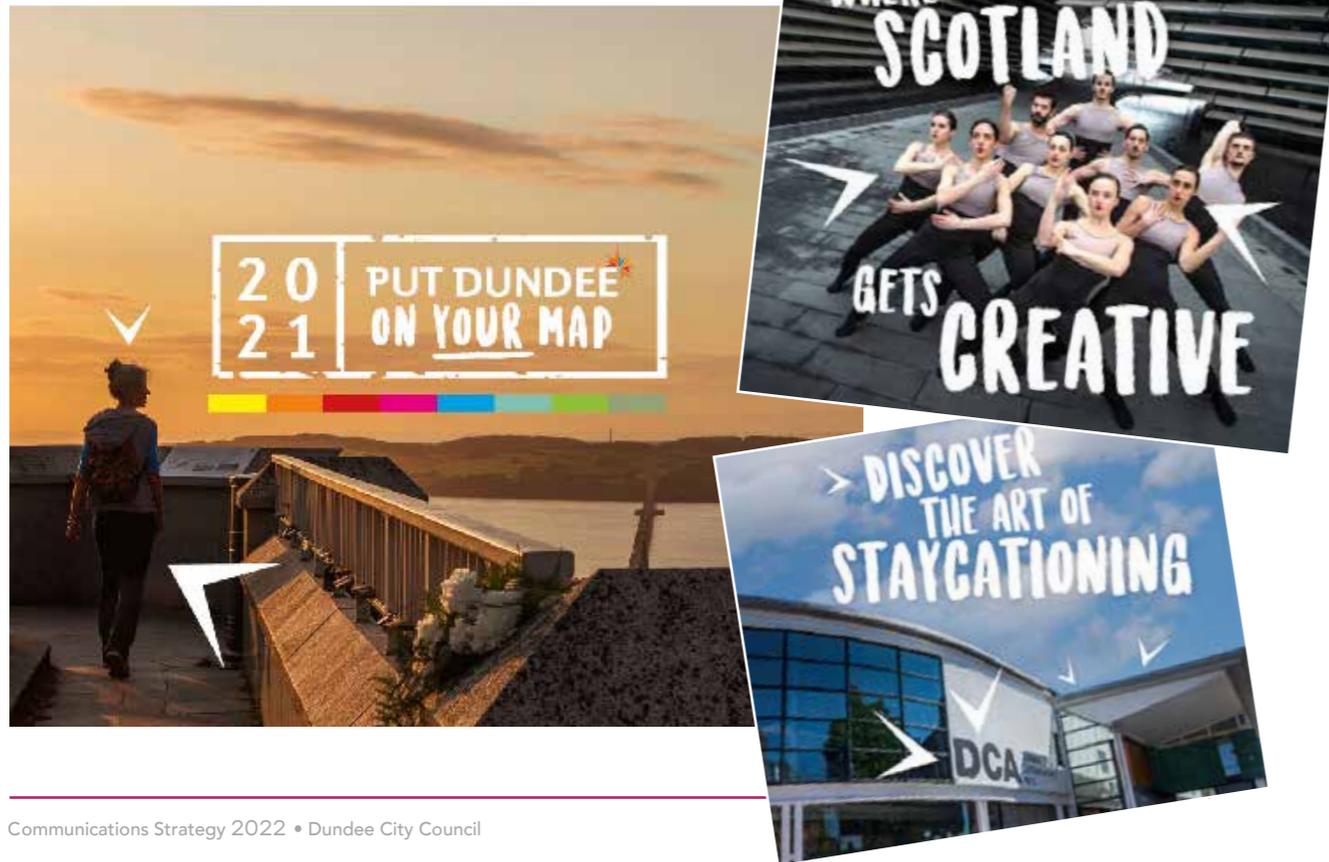
We will build on the good practice already being rolled out in areas of the council, from regular team meetings to video blogs produced by heads of service, and provide support to managers to play their part in cascade communications.

Another key strategic priority will be harnessing the power of the Office 365 suite as a communications tool. Building on the successful roll-out of the Outlook email client and Microsoft Teams, the Communications and IT services will help services to make the most of its myriad communications functions. These range from creating quick team or



City Marketing

Over the past two years, the City Council has worked closely with the local tourism sector to create and deliver a national marketing strategy aimed at increasing numbers of visitors and encouraging tourists to stay in the city for longer.



This quickly required to be adapted in response to the Covid pandemic and subsequent lockdowns, and was aligned to the city's tourism recovery strategy as attraction operators and hospitality providers sought to rebuild and harness the potential for staycation growth.

The result was Put Dundee on your Map, an impactful, multi-channel campaign which highlighted the breadth of Dundee's offering, from culture to outdoor activities, food and drink to quality accommodation and much more.

It was created in conjunction with the city's Tourism Leadership group and industry organisation VisitDundee. A marketing sub-group, including representative from across the industry, manages the campaign and helps to develop the creative content. Funding for the campaign comes from the city's marketing budget.

By being ready to launch the campaign as soon as restrictions on travel lifted in 2020, the city was able to maximise the potential for staycations, and feedback from VisitScotland showed that Dundee had outperformed other Scottish cities for overnight stays.

Since then, the campaign has been adapted to the requirements of the industry, for example focusing on the city's refreshed Christmas offer in 2021, as bursts of activity with new imagery are launched throughout the year.

The reach of the campaign has also been amplified, from first focusing on Scottish markets to targeting areas served by direct flights, including Northern Ireland and the south-east of England.

Metrics are closely monitored to ensure the effectiveness of the digital and traditional media elements of the campaign, adapting as necessary for maximum impact. These metrics show that the activity has consistently outperformed industry benchmarks.

The focus for the next period will be on delivering a successful third year of the Put Dundee on your Map campaign, and on working with the industry to develop future activity in line with Dundee's next Tourism Strategy. This work will also seek to identify opportunities for regional collaboration and to maximise the potential offered to Dundee as the centre of Scotland's Tay Country.

Partnership working

The ambitions outlined in Dundee's City Plan can only be achieved with clear, consistent communication by all partners. We will collaborate with partners to maximise the impact of these communications and to extend messaging to further audiences.

Areas where partnership is key to the delivery of communications outcomes include the Dundee Health and Social Care Partnership, Tay Cities Deal, Protecting People, Living Wage, city marketing and many, more.

The collective communications effort during the pandemic has strengthened working relationships between communications teams, and demonstrated what can be achieved through collaboration.



Three key benefits were identified:

- 1 **Clear and consistent sharing of information** which reflects shared objectives and outcomes
- 2 **The potential to extend audiences**, using all of our channels to reach as many people as possible
- 3 **Making the best use of resources** by reducing duplication, identifying roles and sharing campaign budgets.

This partnership approach is our blueprint for the future. Delivering on that means teams continuing to work closely together through existing structures, such as the Tayside Local Resilience Partnership, Tay Cities governance, the national public sector communications group and others.

It will require all agencies to play their part, accepting that resources are finite and workloads ever increasing. We will work with communications teams and leadership across agencies to develop and embed this partnership way of working, including clear understanding of resources, roles and responsibilities.

Covid Response

The pandemic placed a particular focus on the importance of communications, and Dundee City Council's Communication team worked closely with partners to keep the public (and employees) updated throughout the lockdowns and recovery periods despite the challenges of home working and hugely increased workloads.

Throughout an unprecedented and rapidly-evolving situation, with restrictions and public health messages changing almost daily, the team worked with the local resilience partnership, national Government, the health and social care partnership and a range of other organisations to co-ordinate and amplify vital messaging in clear and engaging ways, with a particular focus on targeting vulnerable groups.

Key actions included creating (in just a week!) and maintaining the Tayside Cares website and social media channels as a trusted point of information for the public for Angus, Dundee and Perth & Kinross Councils and the NHS.

In partnership with Dundee's Fairness Commissioners, we explored effective ways of getting messages across to vulnerable

and digitally excluded audiences, from the language and visuals used to the channels of distribution.

The team also developed a pioneering scheme giving people unable to wear face coverings an exemption letter, predating the national Distance Aware scheme by more than a year.



Creative approaches to delivering key messages included putting contact information for lifeline services in lunch bags for young people, creating a series of radio adverts and launching a zero-cost partnership with ClearChannel which led to important public information being shared on digital bus stop signs more than 2 million times.

Daily and weekly information round-ups were distributed to keep public, partners and employees informed, aligned to a suite of social media assets. In addition, over 120 posters were created, with non-branded versions also distributed for use by businesses and the third sector, maximising the impact and value of the design work.

Communication was highlighted by citizens in the Council's 2022/23 budget consultation as one of the top areas in which the Council had performed well. The team's approach to pandemic messaging was also praised by the Scottish Government for the consistency of the Council's Covid-19 messaging, branding and FAQ materials, aligning national information and resources to local requirements and priorities.



Low Emission Zone

The Low Emission Zone is a significant development for Dundee, and its creation, launch and implementation requires significant communications support - from advice to behaviour change - across a number of disparate audiences.

Working closely with the national LEZ communications group and local partners, the communications team developed a bespoke strategy to ensure that all stakeholders had the opportunity to help shape the LEZ proposal, understood what had been agreed and were encouraged to take action to ensure compliance.

Communication activity focuses on:

- Raising awareness and understanding of the Dundee LEZ;
- “Get ready”/“be prepared” considerations and implications with messages including vehicle compliance, the geographical boundaries of the LEZ and timelines for enforcement;
- Context, including the benefits of the LEZ such as air quality improvement;
- working with stakeholders to provide up-to-date, impartial, uncomplicated,

evidence-based information to the public, businesses and transport sector to support the introduction of the Dundee LEZ; and

- delivering clear, consistent and timely information to key audiences.

A particular focus is being put on using communications channels which would reach vehicle owners, such as “drive time” radio shows, roadside bus shelters and pay and display parking tickets, as well as engagement with the media, business and resident-focused communications and amplifying of national messaging.



Digital channels are also being used, including a bespoke web page on the Council website, Dundee-specific information being added to the national website, and sharing of information on social media channels. A suite of graphics was created to support this.

This information is also being shared by neighbouring local authorities, to help target people who live outwith the city but travel in for work or leisure purposes.



Engagement with DC Thomson Schools and Family Team

For the past two years, reporters at The Courier and Evening Telegraph newspapers have been organised into themed teams dealing with specific topics.

A Schools and Family Team has been created as part of these developments, which have also seen content delivered on a 'digital first' basis through website and social media channels.

The reporters' focus on school and family issues has led to a number of new opportunities for the council to obtain coverage.

Dundee City Council's communications team engages directly with these reporters so that in-depth features about the city's schools and children's social work services can be highlighted on these platforms.

There is more use of video on these digital outlets and potential stories are carefully chosen so that they can have the greatest impact as content for the news outlet, as well as providing a positive showcase for council initiatives.

Attendance projects at city primary schools, the progress of digital education and a mentor recruitment campaign to help care-experienced young people are among the areas that have benefited from this approach.

Requests from the Schools Team for interviews with conveners and senior officers are also received by city council communications officers about a range of education-related matters.

New ways of working developed through the pandemic mean that these sessions can be conducted through online resources.

Regular contact is also made by the reporters seeking reaction and responses to breaking news stories and events, ensuring that the council is represented in coverage.

Hybrid working

The communications team has been working closely with colleagues in People Services on the launch of the council's Hybrid Working Policy.

This was a significant policy development which enabled the workforce to deliver services efficiently and effectively, adopt new ways of working and enjoy a better a work/life balance.

A series of communications were distributed all staff across the council explaining the policy and how it will operate, while a new section on OneDundee was created to provide resources.

The communications team also created the visuals for the Policy programme, and helped draft information to support managers who will be responsible for implementing hybrid working in their teams.



Virtual Flower and Food Festival

When the Covid pandemic put paid to in-person events, the communications team came up with a novel approach to continuing the city’s popular annual Flower and Food Festival.

Working closely with colleagues from the environment team, a “virtual” festival was created to offer the public an online taste of what would normally be offered.

This allowed the usual exhibitors and committees to get involved and showcase their produce and gave local entertainers a different venue for people to view their talented work.

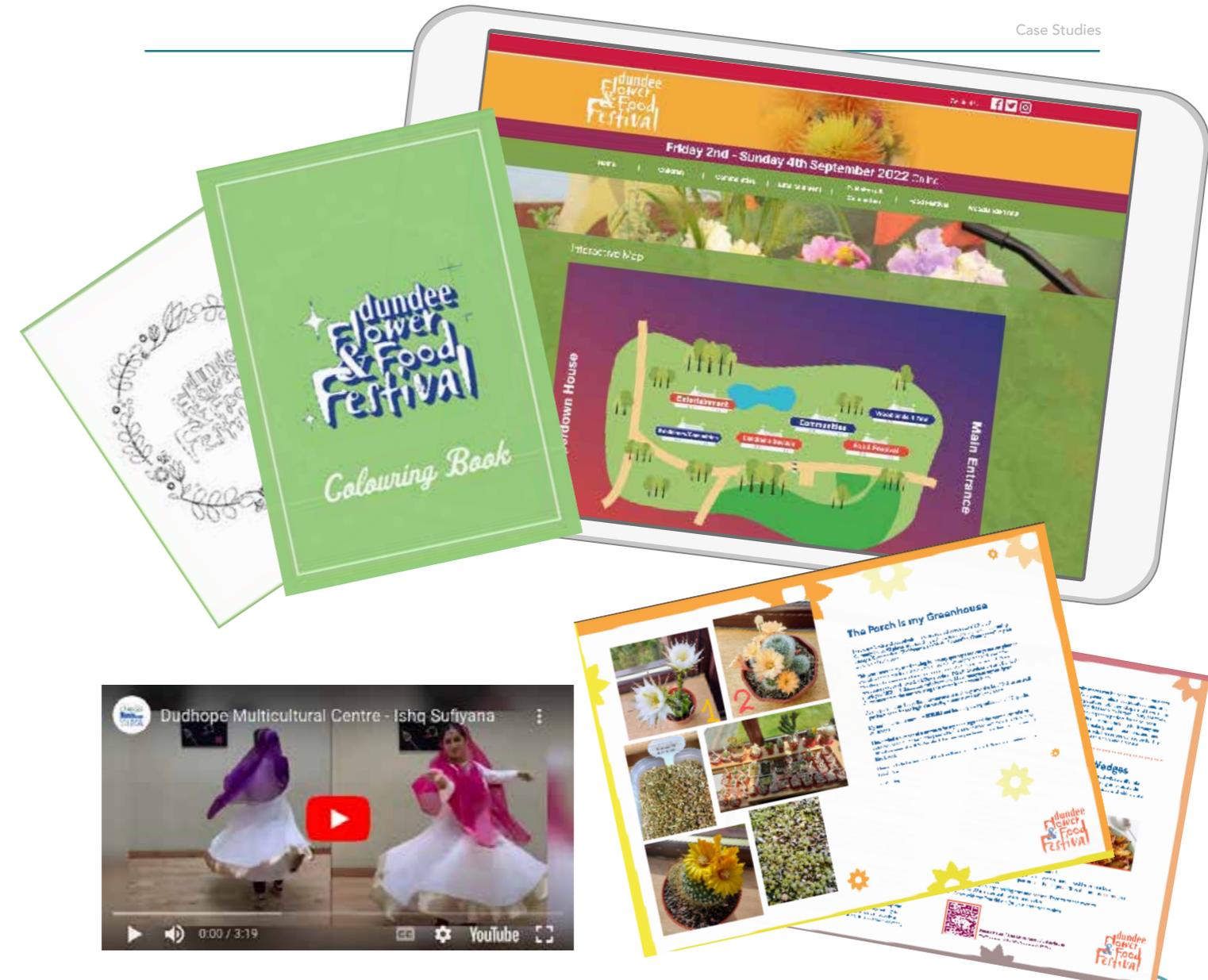
Celebrity chefs and TV gardening celebrities contributed to our virtual feast offering cooking and gardening hints and tips to viewers and also a gardening Q&A session. Local organisations provided videos and photos highlighting the projects they had been working on and school bands supplied numerous videos.

A virtual marquee on the website provided everything that is usually present at the live event and best of all it was free! Meanwhile,

a children’s section offered colouring sheets, puzzles and ‘how to’ guides for budding young gardeners to follow.

Exhibitors and community groups submitted content for image galleries for our popular categories – craft/sewing/knitting, flowers/plants, vegetables and some delicious looking home baking. All of this helped to keep the festival “community” together during its enforced hiatus.

The virtual festival took place for the third time in 2022, and was as popular as previous years which saw thousands of page views and lots of engagement on social media channels.



Year One Action Plan

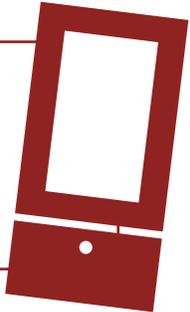
Action	Area	Responsibility	Measure/KPI	Due date
Identify and implement a metric for monitoring the level of engagement with Dundee City Council corporate social media accounts	Digital and Social Media	Communications manager	Metric in place and reported on through annual report	early January 2023
Focus on the development of TikTok and Instagram as platforms to connect with younger audiences.	Digital and Social Media	Communications manager	Increase in followers of 20% on each platform over the next year	Autumn 2023
In conjunction with IT and services, undertake a review/ rationalisation of council-hosted websites to ensure best use of resources and maximum audience impact	Digital and Social Media	Communications manager, IT manager, service managers	Reduce number of websites by appropriate amount	Autumn 2023
Organise a series of sessions with Fairness Commissioners to analyse and improve inclusive communications	Traditional media and PR; Marketing and design; Partnership working	Communications manager	Hold minimum 2x sessions per year	Spring 2023

Create an annual calendar of campaigns to ensure clarity of activity and use of resources	Digital and social media; Marketing and design	Communications manager, Digital communications officer, Design team leader	Calendar is created and in use	Winter 2022
Deliver a council leadership event focused on internal communications and the role that all managers play in ensuring employees are informed and engaged	Internal communications	Communications manager, Joint Heads of People	Hold event and assess feedback from participants	Autumn 2023
Work with services to harness the benefits of Office 365 as a communications tool, including the development of service-level intranet pages for the sharing of local information	Internal communications	Communications manager, IT manager, heads of service	At least one service- or team-level intranet created in each service area	Spring 2023
Evaluate feedback from employee surveys in the shaping of future approaches to workforce communications	Internal communications	Communications manager, Joint Heads of People	Monitoring of feedback from surveys	late Summer 2023
Deliver a year of effective marketing activity under the Put Dundee on your Map campaign, supporting tourism outcomes for the attraction and hospitality industries	City marketing	Communications manager, team leader city promotion	55,000 engagements with campaigns during 22/23	Autumn 2023

6,183 OneDundee intranet page views every day 

32,890 followers on Twitter  **8%** 

69,447 social media followers 

852,769 free ad plays on digital bus stop boards 

40 media inquiries answered per month (approx) 

COMMUNICATIONS

700+ design/project requests 

226 news releases issued 

4,598,434 corporate web site page views 

58,545 engagements with Put Dundee On Your Map city marketing campaign 



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Integrated Impact Assessment

Committee Report Number: 273-2022

Document Title: Communication Strategy 2022-27

Document Type: Strategy

Description:

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. It runs for a period of five years.

Intended Outcome:

Effective communications are essential to achieving the ambitions set out in the City and Council Plans. The Strategy also seeks to ensure that all stakeholders have a clear understanding and appreciation of Council operations, priorities and challenges. It sets out how we will have an engaged and informed workforce who can play their part in delivering on these.

Period Covered: 31/10/2022 to 31/10/2027

Monitoring:

Annual report to Policy and Resources Committee, including action plan updates and KPIs. Key performance indicators also included in the Chief Executive's Services service plan which updates regularly to Policy and Resources.

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Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

The strategy sets out an evidence-based approach to growing and engaging different audiences. This includes a focus on the use of platforms which are primarily used by a younger demographic, such as Instagram and TikTok. Similarly, research shows that there are lower rates of internet use among older adults than among younger adults. In 2019, almost all (99%) adults aged 16-24 reported using the internet compared to 43% of those aged 75+. Our inclusive communication approach seeks to ensure that people who are digitally disconnected or disadvantaged are also informed and engaged by increasing the use of non-digital channels, guided by discussion with the Fairness Commission.

Disability: Positive

Inclusive communication is at the heart of the new Communication Strategy. That includes complying with accessibility guidance in relation to web resources. We also know that disabled adults are less likely to use the internet - in 2019, 64 percent of older adults (aged 60-74) with a disability reported using the internet. This was lower than reported internet usage amongst older adults who are non-disabled (85 percent). Our inclusive communication approach seeks to ensure that people who are digitally disconnected or disadvantaged are also informed and engaged by increasing the use of non-digital channels, guided by discussion with the Fairness Commission.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report?

No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive
The Ferry:	Positive
West End:	Positive

Positive Implications (Strathmartine): Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.

Positive Implications (Lochee):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.
Positive Implications (Coldside):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.
Positive Implications (Maryfield):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.
Positive Implications (North East / Whitfield):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.
Positive Implications (East End / MidCraigie):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.
Positive Implications (The Ferry):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.
Positive Implications (West End):	Using a targeted communications approach, including the In Your Neighbourhood network of social media channels but also non-digital assets such as advertising boards, will help to inform and engage communities about issues that directly affect them.

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and forums such as the Champions' Board, as well as relevant consultations.

Carers: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities such as Carers' Week and relevant consultations.

Lone Parent Families: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and relevant consultations.

Single Female Households with Children: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and relevant consultations.

Greater number of children and/or young children: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and relevant consultations.

Pensioners - single / couple: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and consultations. The strategy a focus on non-digital communications, recognising the lower rates of internet usage by older people.

Unskilled workers or unemployed: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, including employment and training options through the employability partnership, as well as specific initiatives such as No Wrong Path which highlight careers advice and support.

Serious & enduring mental health problems: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and consultations. The strategy includes partnership working across NHS Tayside and the Dundee Health and Social Care Partnership, while the focus on inclusive communication includes tackling stigma and avoiding the use of stigmatising language.

Homeless: Positive

The strategy aims to ensure that all citizens are informed and engaged, including signposting to services and sources of support. The inclusive communications approach that this strategy adopts includes measures to reach those who due to their personal circumstances may be digitally excluded.

Household Group Impacts and Implications

Drug and/or alcohol problems: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities such as the Year of Kindness and consultations. The strategy includes partnership working across NHS Tayside, the Dundee Health and Social Care Partnership, voluntary sector, police and the Dundee Alcohol and Drugs Partnership, while the focus on inclusive communication includes tackling stigma and avoiding the use of stigmatising language.

Offenders & Ex-offenders: Positive

The strategy aims to ensure that all citizens are informed and engaged. This includes signposting to services and sources of support, as well as highlighting awareness-raising activities and consultations. The strategy advocates working across all partners, including statutory agencies and voluntary sectors, to best channel and amplify our key messages.

Socio Economic Disadvantage Impacts & Implications

Employment Status: Positive

The strategy will make a positive impact by signposting to services and sources of support, including benefit maximisation and employment and training options through the employability partnership, as well as specific initiatives such as No Wrong Path which highlight careers advice and support, and regular posts of job opportunities within the City Council.

Education & Skills: Positive

The strategy will make a positive impact by signposting to services and sources of support, such as training options through the employability partnership, as well as showcasing the priorities, initiatives and outcomes of the education service.

Income: Positive

The strategy will make a positive impact by signposting to services and sources of support, particularly benefit maximisation and other initiatives. A bespoke Cost of Living support resource has been created and is being promoted across council channels.

Caring Responsibilities (including Childcare): Positive

The strategy will make a positive impact by signposting to services and sources of support, working in partnership with other agencies. This includes highlighting the availability of early years childcare and support for specific initiatives such as Carers Week.

Affordability and accessibility of services: Positive

The strategy will make a positive impact by signposting to services and sources of support, as well as ensuring that citizens have a voice by staging an annual Budget Consultation and other specific consultations about service changes.

Fuel Poverty: Positive

The strategy will make a positive impact by signposting to services and sources of support, particularly benefit maximisation and specific initiatives such as Fuel Well.

Cost of Living / Poverty Premium: Positive

The strategy will make a positive impact by signposting to services and sources of support, particularly benefit maximisation and other initiatives. A bespoke Cost of Living support resource has been created and is being promoted across council channels.

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation Positive

The strategy will make a positive impact by signposting to services and sources of support, including benefit maximisation. Regular communications activity will be undertaken to highlight advice services, working with partner agencies to make best use of networks and channels.

Employment Opportunities: Positive

The strategy will make a positive impact by signposting to services and sources of support, including using engaging content to highlight employment and training options through the employability partnership, as well as specific initiatives such as No Wrong Path which highlight careers advice and support, and regular posts of job opportunities within the City Council.

Education: Positive

The strategy will make a positive impact by signposting learning resources and showcasing the positive work of the education service within children and families, and well as relevant partnerships. Activity will include highlighting initiatives encouraging different education options, for example No Wrong Path, and encouraging parents, carers and communities to engage in the development of services through consultations. Opportunities will also be sought to highlight positive role models and areas of good practice.

Health: Positive

The strategy will make a positive impact by signposting to services and sources of support, and by promoting positive behaviours in partnership with NHS Tayside, the Dundee Health and Social Care Partnership and other agencies. The Covid pandemic, which has helped to inform the strategy, demonstrated how agencies can work to highlight risks and encourage behaviours which have a material impact on individual and public health.

Life Expectancy: No Impact

Mental Health: Positive

The strategy will make a positive impact by signposting to services and sources of support, in partnership with NHS Tayside, the Dundee Health and Social Care Partnership and other agencies, and encouraging engagement in the development and use of services. The focus on inclusive communication includes tackling stigma and avoiding the use of stigmatising language.

Overweight / Obesity: Positive

The strategy will make a positive impact by signposting to services and sources of support, in partnership with NHS Tayside, the Dundee Health and Social Care Partnership and other agencies, and encouraging engagement in the development and use of services as well as promoting positive behaviours.

Child Health: Positive

The strategy will make a positive impact by signposting to services and sources of support, in partnership with NHS Tayside, the Dundee Health and Social Care Partnership and other agencies, and encouraging engagement in the development and use of services as well as promoting positive behaviours.

Neighbourhood Satisfaction: Positive

The strategy will make a positive impact by raising awareness of improvements within communities, using a mix of corporate and localised channels as well as geographically-located sites. Community participations will be encouraged in consultations, events and representative bodies. Quality visuals will be used to promote facilities, attractions and activities.

Transport: Positive

The strategy will make a positive impact by raising awareness of services within communities, using a mix of corporate and localised channels, as well as promoting positive behaviours including the use of active travel. Communities will be encouraged to have their say by participating in relevant consultations.

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: Positive

The strategy will make a positive impact by signposting to sources of advice and support, in partnership with relevant agencies, and encouraging positive behaviour change through evidence-based information. Communities will be encouraged to engage in consultations and events. These elements will also be reflected in internal council communications.

Adapting to the effects of climate change: Positive

The strategy will make a positive impact by signposting to sources of advice and support, in partnership with relevant agencies, and encouraging positive behaviour change through evidence-based information. Communities will be encouraged to engage in consultations and events. These elements will also be reflected in internal council communications.

Resource Use Impacts

Energy efficiency & consumption: Positive

The strategy will make a positive impact by signposting to sources of advice and support, in partnership with relevant agencies, and encouraging positive behaviour change through evidence-based information. Communities will be encouraged to engage in consultations and events. These elements will also be reflected in internal council communications.

Prevention, reduction, re-use, recovery or recycling of waste: Positive

The strategy will make a positive impact by signposting to sources of advice and support, in partnership with relevant agencies, and encouraging positive behaviour change through evidence-based information. Communities will be encouraged to engage in consultations and events. These elements will also be reflected in internal council communications.

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: Positive

The strategy will make a positive impact by signposting accessible transport services and encouraging their use.

Sustainable modes of transport: Positive

The strategy will make a positive impact by encouraging the use of sustainable modes of transport, using various channels and working with partners to outline the benefits and signpost to services. Communities will be encouraged to engage in consultations and events. These elements will also be reflected in internal council communications.

Natural Environment Impacts

Air, land & water quality: Positive

The strategy will make a positive impact by signposting to sources of advice and encouraging positive behaviours. Citizens can also use communications channels to raise issues relating to air, land or water quality.

Biodiversity: Positive

The strategy will make a positive impact by encouraging individuals and communities to embrace biodiversity, including creating specific resources to highlight the benefits and the positive changes taking place in green spaces.

Open & green spaces: Positive

The strategy will make a positive impact by encouraging individuals and communities to use parks and other green spaces, including the use of high-quality visuals. Campaigns will also encourage positive behaviour changes including respect for open spaces, helping to tackle issues such as fly tipping and anti-social behaviour. embrace biodiversity, including creating specific resources to highlight the benefits and the positive changes taking place in green spaces. Citizens can also use communications channels to raise issues relating to green spaces.

Built Environment Impacts

Built Heritage: Positive

Through city marketing campaigns, built heritage will be identified as an asset which can help benefit the economy through tourism. Encouraging civic pride will be part of regular messaging.

Housing: Positive

The strategy will make a positive impact by highlighting developments in housing and the availability of housing. Citizens will be encouraged to engage in the future of services through consultations and events, such as the annual rent consultation etc. Citizens can also use communications channels to raise issues about housing.

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: Positive

The strategy includes setting out policy decisions and the rationale for them. It provides a proactive and reactive service to answer queries in response to events or incidents.

Economic/Financial Sustainability / Security & Equipment: Positive

The strategy can assist in mitigating these risks through proactive and reactive communications, with the public, other stakeholders and its workforce.

Social Impact / Safety of Staff & Clients: Positive

The strategy can assist in mitigating these risks through proactive and reactive communications, with the public, other stakeholders and its workforce.

Technological / Business or Service Interruption: Positive

The strategy provides for a range of public and internal communications which will assist in delivering business continuity in the event of unexpected interruption.

Environmental: Positive

The strategy can assist in mitigating environmental risks through proactive and reactive communications, with the public, other stakeholders and its workforce.

Legal / Statutory Obligations: Positive

The strategy can assist in mitigating these risks through proactive and reactive communications, with the public, other stakeholders and its workforce.

Organisational / Staffing & Competence: Positive

The strategy can assist in mitigating organisational/staffing risks through proactive and reactive communications, with the public, other stakeholders and its workforce. This includes supporting recruitment processes with high-quality materials and promotion of key posts.

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.

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