

REPORT TO: POLICY AND RESOURCES COMMITTEE - 22 APRIL 2019
REPORT ON: COMMUNICATION STRATEGY 2018-21
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 143-2019

1.0 PURPOSE OF REPORT

To give an update 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 (Appendixes 1 and 2), and
- (ii) Agree the 2019/20 Action Plan (Appendix 3).

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

4.1 Dundee City Council produces a corporate communication strategy every three 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 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 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, while continuing to use more "traditional" channels to reach those who don't have ready digital access or skills.

4.5 Key achievements over the past 12 months include:

- Rapid growth of our social media audience. On Twitter alone, the number of users we can communicate and engage directly with has grown by a third in a year to over 25,000. Facebook, Instagram and LinkedIn audiences have also grown significantly, and engagement across the platforms is increasing.
- Increased use of visual communications such as videos/animations and infographics. Two short clips created as part of the "Conversation with the City" budget consultation were viewed around 24,000 times.
- Over 850,000 additional pageviews on the Council website in 2018 – up from 6,377,830 in 2017 to 7,235,150. Promotion of digital services under the #SaveTime #DoltOnline banner has contributed to significant growth in the use of FirmStep by members of the public - overall, there has been a 40% increase in the volume of online service requests.

- Provision of “packages” of content to local media, including press releases, photographs, video footage and audio clips. In addition, we have promoted our website newsroom as a “hub” for council news and increased the volume of news shared with employees on OneDundee.
- Creation of a new social media policy which empowers our people to harness these powerful communications channels while mitigating the potential risks.
- Development and enhancement of Dundee.com as a portal for visitors to the city, including increased content and improved visuals. This was part of a package of work supporting the city’s readiness for the opening of V&A Dundee, which also included designing new street banners, briefings for stakeholders and international media handling during the opening week.
- Implementation of a succession plan within the Communications Division which has included a broadening of the skills/resource mix to include video and animation. This has added significantly to the Council’s digital communications offering. The Division has also taken on a Digital Marketing Modern Apprentice and is supporting the learning of others across the Council.
- Bringing together a pan-Tayside communications group to support regional projects such as the Tayside Regional Improvement Collaborative and the Tay Cities Deal, and promote collaborative working.
- Development of a OneDundee “extranet” which allows employees who don’t have easy access to IT network to read policies and corporate news updates wherever they are via their personal devices.

4.6 Appendix 2 is the action plan which underpinned the delivery of the strategy’s first year, with updates on delivery. A new action plan set out in Appendix 3, based on 2019-20 priorities, feedback from stakeholders and learnings from the work undertaken so far, will continue to drive our corporate Communication Strategy.

4.7 Key projects for the coming year include working with stakeholders on a strategic approach to city marketing, introducing a management platform to support the growth of social media and developing a calendar of regular, effective marketing campaigns to support the priorities of the Council and its partners.

5.0 POLICY IMPLICATIONS

This report has been screened 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.

David Martin
Chief Executive

Steven Bell
Service Manager, Communications

DATE: 22/03/2019

Communication Strategy 2018-21

Communication Strategy **2018-21**

Update

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Introduction

The pace of change in the communications landscape has shown no sign of letting up in the 12 months since this strategy was published.

“the use of social and digital platforms is being encouraged”

Evolving platforms for engagement, new technologies and changing public expectations have all presented both challenges and opportunities.

The corporate communications team, and the wider council, have embraced these challenges in order to best support the delivery of the goals set out in the Council Plan and the Dundee Partnership’s City Plan.

Reaching and engaging ever-larger and more diverse audiences, internally and externally, is being achieved by embedding new skills and technologies. Across the Council, the use of social and digital platforms is being encouraged, and information is being presented in different and creative ways.

In line with the Council’s Digital Strategy, the redesigned website www.dundee.gov.uk is increasingly being used as a “hub” for citizens to obtain information, request and pay for services, and interact with the authority. Partnerships are being created and cemented, to support area-wide initiatives ranging from the Tay Cities Deal to the Tayside Children’s Improvement Collaborative to “brand Dundee” and Scotland’s Tay Country.

And we are exploring new ways of engaging with our own workforce, with a particular focus on opening up channels of communication and involvement with employees who don’t have regular access to IT systems at work.





Social and Digital Media

Over the last year, the Council's social media audience has grown dramatically. The number of people who follow @DundeeCouncil on Twitter grew 33% in 12 months, reaching a total of 25,000 in January 2019, while there has also been strong audience growth on the corporate Facebook, Instagram and LinkedIn channels.

This has been 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.

Audience growth is important because it allows the council to communicate and engage directly with ever-larger numbers of citizens and other stakeholders. Whether it be maximising participation in a consultation or getting information to as many people as possible during a crisis situation, having strong social media reach is a powerful communications tool.

Continued and consistent growth indicates that content is being delivered in the right way to the right audiences. However, as the digital journey continues, we will also focus on more detailed engagement metrics to ensure our communications keeps pace with the channels, the needs of our audiences and service delivery.

At the same time, there has been organic growth in the use of social media throughout the council, reflecting increasing confidence in its uses and how best to maximise its potential. The power of this was demonstrated in the aftermath of the Braeview Academy fire, when a virtual community was quickly formed and teachers even used Twitter to support pupils' study at home.

“continued and consistent growth indicates that content is being delivered in the right way to the right audiences”

During the roll-out of the new Council website, social media was used to encourage people to shift to digital methods of transacting and requesting service. A bespoke campaign, under the hashtags #SaveTime #DoItOnline, attracting attention from councils across the country and contributed to a 40% increase in the volume of online service requests.

Over the next 12 months, there will be a clear focus on harnessing the potential of social media to become an effective channel for customer service, in keeping with growing public demand.



Case Study - A Conversation with the City

During 2018, the Council launched its Conversation with the City as a public information and consultation exercise ahead of setting the 2019/20 budget.

This digitally-delivered campaign first encouraged citizens to learn more about the array of services the council provides and its priorities for the coming years.

Two short animations were created with simple graphics which carried across the campaign. The videos were watched almost 25,000 times on social media.

Following on from this, citizens were encouraged to take part in a short survey

ahead of the budget being set. Almost 1200 people took part in this.

Widening the recognisable materials the Council shares with the public as part of its engagement, similar visuals were also used to create a video for Neighbourhood Services ahead of their rent consultation.

The Conversation with the City campaign was also the first to be evaluated under the OASIS framework, which will allow the communications team to learn lessons and tweak messaging in the future for maximum impact.



Marketing and Design



Whether it's attracting inward investment or encouraging people to report concerns about a vulnerable child, impactful messaging is a powerful tool.

The communications service supports the work of the Council and its partners by developing a huge range of information and marketing materials, both in print and online. These materials are recognised for their visual impact, clear messaging and fast turn-around times.

The suite of materials which the Council develops ranges from posters, leaflets and flyers to videos, animations and infographics. The latter have the advantage of being shareable on zero or low cost channels,

“recognised for their visual impact, clear messaging and fast turn-around times”

ensuring clients get the maximum impact for their marketing budget. However, it remains important to ensure that we use the right materials to target the right audiences. The power of multi-channel digital marketing was demonstrated by the Council's work with the Child Protection Committee during 2018. A new website was created, and supported by powerful images and video clips on social media which shared a clear message – If Not You, Who?



The Communications Division works with services, projects and partner agencies to create effective and recognisable brand identities where appropriate. There has been an increasing focus on supporting services to create their own internal documents, while ensuring that key reports and strategies are accessible and eye-catching.

Key marketing projects over the coming year include raising the city's profile as a tourism destination and promoting the Waterfront area as a business investment opportunity, and supporting the delivery of a new phase of Take Pride in your City.



Case Study - City readiness

There's no doubt that 2018 was a big year for the city, with the opening of V&A Dundee shining an international spotlight on this corner of Scotland like never before.

The Council had a key role in ensuring Dundee was ready for the increased numbers of visitors the design museum attracted.

As part of that, the Dundee.com website was given a visual and content refresh, while new materials were developed to ensure that the look of the city centre matched the buzz surrounding the opening.

Banners were created and erected in key footfall areas. Bright and distinctive, they underlined key themes of the One City, Many Discoveries campaign and attracted positive feedback.

The #SunnyDundee marketing push also saw thousands of pairs of yellow sunglasses distributed, creating a social media buzz, while sunglasses-themed stickers were displayed by a community of visitor-welcoming retailers



I support adoption in Dundee

#ScottishAdoptionWeek #AdoptDundee

Dundee CHANGING FOR THE FUTURE

CREATIVE PATHWAYS
CAREERS WITHIN DUNDEE'S CREATIVE SECTOR



Dundee CHANGING FOR THE FUTURE

Council Plan 2017-2022



DUNDEE Summer Streets Festival



#DundeelsNow



Our Dundee Programme
SUPPORTING year of young people
bliadhna na h-òigridh 2018



#DigitalSkillsDundee



Working with the Media

While financial and other challenges may have altered the national media landscape in recent years, Dundee continues to be served by a healthy mix of press and other media channels.



The media is a vital partner in creating public understanding of the work and priorities of the council and maintaining the trust that the public place in our services.

Local newspapers, radio channels and major TV broadcasters with offices in the city all provide scrutiny over the activities of the Council and other public bodies, as well as providing platforms to inform citizens about issues and developments that affect them.

All of the above are changing the way that they deliver news, combining their more traditional output with digital platforms featuring video and other content. At the same time, newsgathering operations are in many cases reducing in size.

As a Council, we continue to meet the evolving needs of these publishers on a daily basis, including facilitating interviews and responding to queries.

“we continue to meet the evolving needs on a daily basis, including facilitating interviews and responding to queries”

In addition to issuing press releases, we are increasingly supplying the media with “packages” of content including still photography, video clips and audio files where appropriate.

And we’ve sought to partner with local media, facilitating multiple articles or series for more in-depth coverage of key issues as diverse as child protection and the Fairness Commission.

This year has also seen an increase in responding to requests from national and international media as a result of interest related to the opening of V&A Dundee. These have proved to be an important platform in promoting Dundee as a great place to live, work and visit.

“an important platform in promoting Dundee as a great place to live, work and visit.”



Case Study - The City Plan

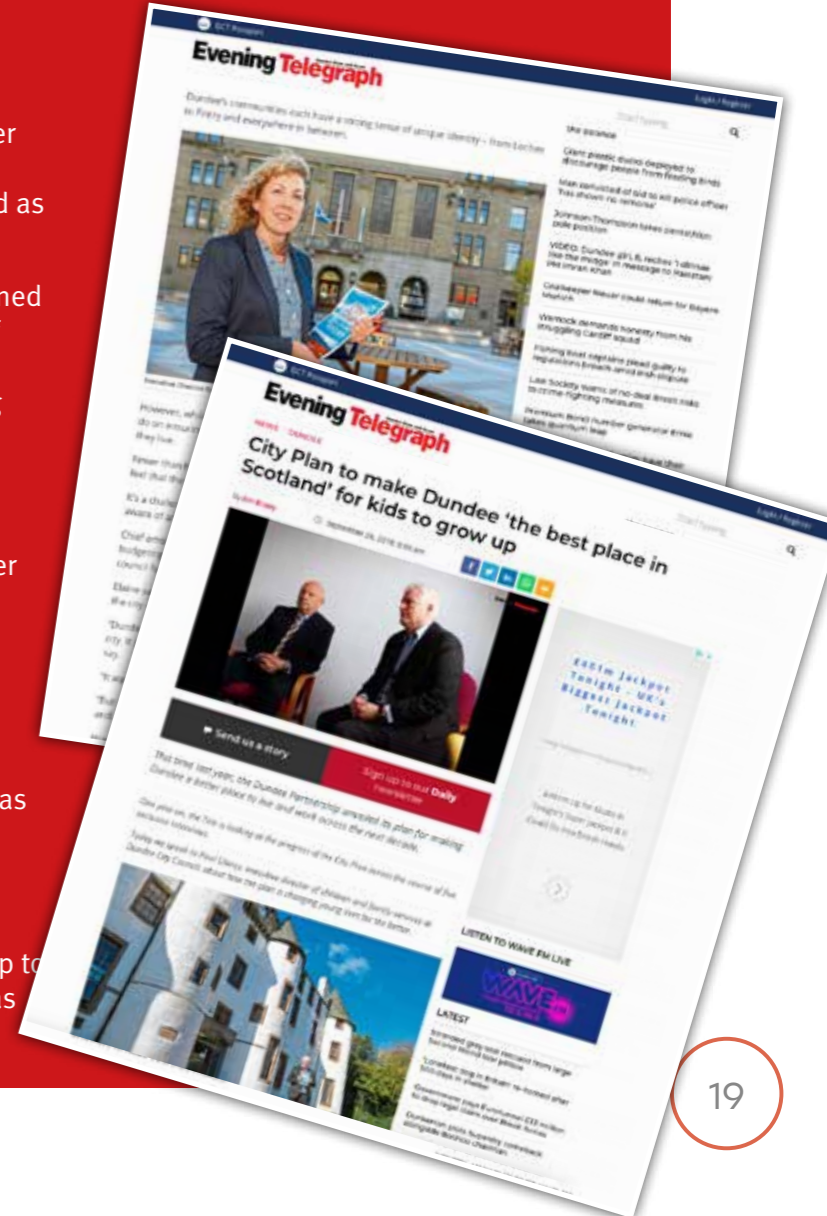
The launch of the City Plan provided an opportunity for the Dundee Partnership to inform citizens about its priorities over the coming decade. Promoting public understanding of the Plan was identified as being vital to its delivery.

Given the breadth of information contained in the document, and the importance of it, we worked with local newspaper the Evening Telegraph to create a week-long series of features – each focusing on a distinct theme.

This involved facilitating interviews with Council officers and officials from partner agencies, as well as organising a launch event and photocall.

A year later, we worked again with the newspaper to create a series of articles highlighting progress against the Plan’s objectives, including successes and areas for improvement.

These series amplified the messaging created for our own channels, including short videos, and helped the Partnership to get its message out to as many people as possible.



Partnership Working

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

The Communications Division has worked closely with NHS Tayside and the Third Sector in supporting the Dundee Health and Social Care Partnership. This work has ranged from raising awareness of a new cancer support project to tackling a specific suicide prevention concern.

Through the Dundee Partnership, we've worked with other agencies to raise awareness of the City Plan objectives, and used our collective channels to reach as large an audience as possible.

Further afield, the launch of the Tay Cities Deal involved close collaboration with agencies across Tayside, Fife and beyond, and that will only continue as the £300million deal is delivered over the next few years.

That and other developments involving neighbouring authorities – such as the Tayside Regional Improvement Collaborative – has led to the establishment of a regional communications group during 2019, with membership drawn from local authorities and elsewhere in the public sector.

Case Study - Tay Road Bridge Q&A

A growing concern emerged during 2018 over ill-informed and inconsiderate comments being made on social media when incidents involving people in distress took place on the Tay Road Bridge. Often these involved criticism of the vulnerable people concerned and/or bridge staff for a perceived failure to deal with the issue.

Aware of the sensitivities and keen to find a solution, bridge management approached the Council communications team and the Dundee Health and Social Care Partnership for support. A clear need emerged to explain more about what was being done to support vulnerable people and the particular

challenges the bridge presents, without ever seeking to get involved in inappropriate public debate.

Through close partnership working, the team developed a detailed Q&A addressing some of the most common myths and public queries, which bridge staff now use on their social media channels to educate the public and the issues and challenges.

This has been widely welcomed – it received positive feedback from the public, and has been picked up by local media in their reporting – and has been shared with authorities across the country.

Engaging with our people

One of the key principles of the Communication Strategy for 2018-21 was that we would give just as much importance to communication with our own people as we do with citizens and external stakeholders.



As an employer which values its workforce, it's essential that we keep staff informed, maintain two-way dialogue and ensure that they hear about critical matters affecting them from their employer first.

Since the Communication Strategy was launched, we've continued to hold focus groups with the workforce, looking at areas as diverse as their use of the corporate Intranet and the types of information that interest them.

We've identified OneDundee, the corporate intranet, as the primary channel for sharing news and information with the workforce. This has contributed to a 26% increase in page views between 2017 and 2018 and areas including the news features and Chief



Executive's blog featuring among the top 10 most viewed sections on the site. This has also, in line with feedback, allowed us to reduce the volume of All Staff emails.

To continue the growth of the Intranet news channel, we need to ensure that all employees have the ability to access it. And we will also be working to expand access to updates provided through the All Staff email system.

Social media also provides an opportunity to share information with our people. This was a particularly powerful tool during the Beast from the East, when we were able to quickly provide updates to staff on office closures and alternative working arrangements.



**“OneDundee, the corporate intranet,
...the primary channel for sharing
news and information with the
workforce”**

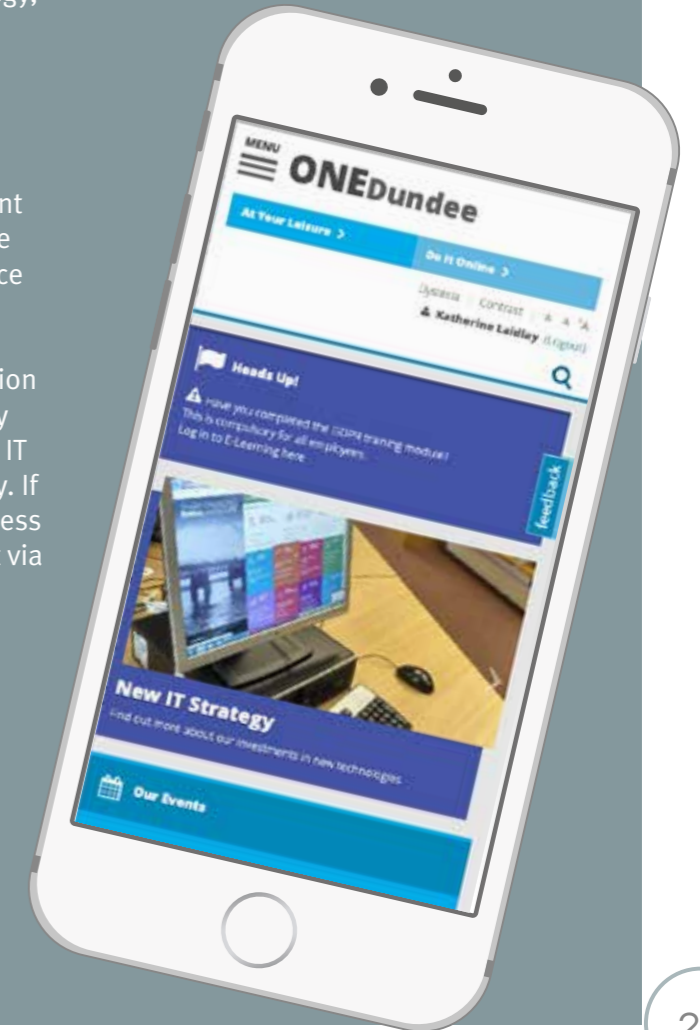
Case Study - One Dundee, Wherever You Are

In keeping with the Council's Digital Strategy, online channels such as email and the intranet are a primary means of sharing information with our people.

A joint project between Communications, HR, Learning & Organisational Development and IT has been working to break down the barriers that some sections of the workforce encounter.

At the heart of that is making key information – news and policies – that is currently only available via One Dundee on the council's IT network, available to employees externally. If they choose to do so, people can then access the site wherever and whenever they want via a personal computer or mobile device.

Due to go online in the Spring of 2019, this development is being supported by a programme of digital literacy sessions for members of the workforce who don't use computers in their day-to-day roles



2,537,494

pages viewed on OneDundee in 12 months



25,221

followers on Twitter



214%

increase in Facebook likes in one year



20

media releases issued every month (average)



96

designs requests received every month (average)



COMMUNICATIONS

40

jobs sent to print every month (average)



100

media inquiries dealt with every month (average)



14,539

views of 'What the Council does for me' video



7,305,932

pages viewed on dundecity.gov.uk in 12 months





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Communication Strategy Action Plan – for 2018-19

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

Key areas by theme:

1 – Customer service

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER
The council's digital communications channels are effectively used as a two-way/customer service tool	There are strong links between the website and customer service, but this is not replicated on social media. There is growing evidence that the public wants to use social media for complaints, requests for service etc.	Pilot customer service access to Twitter and Facebook pages (with training) for 9-5 service.	Due to roll out March/April 2019	S Bell/J Kopel
		Investigate web site "live chat" function	Ongoing	S Bell/ IT

2 – External/digital

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER
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
		Expand range of "civic" content hosted on site	Complete	F Christison
Council's social media policy is fit for purpose	Council currently has a social media policy, but it is some years old and in need to review in light of proliferation of new platforms, accounts and staff	Consult on, draft and launch new social media policy	Draft policy complete and due to roll out March/April 2019	S Bell

A suite of general and niche newsletters is distributed to appropriate audiences	System allows this but not currently used	Trial a general purpose newsletter and look to expand	On hold, pending the outcomes of trials elsewhere	S Bell/F Christison
Deliver all communications messages through the most effective channels	<p>Good website growth and strong presence on existing social media channels, particularly Twitter</p> <p>Many newsletters produced but circulations/readerships unknown</p>	<p>Keep social media channels under review and add new as required</p> <p>Audit reach of current suite of newsletters and focus on most effective/new areas</p>	<p>Ongoing. Reached 25,000 Twitter followers in Jan 2019.</p> <p>Ongoing. Surveys under way to research audience.</p>	<p>F Christison</p> <p>S Bell</p>
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
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

3 – Communications service				
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER
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
		Training in social media to be provided	Complete	S Bell
		Training in digital animation to be provided	Complete	S Bell
Team has the IT/equipment necessary to deliver modern digital content	Some key equipment borrowed from others/owned by staff. Low-cost/free temporary software solutions have been found to deliver digital content	Deliver an integrated picture desk solution	Complete	R Watson
		Audit existing social media tools and deliver best solution.	Ongoing. Pilot in Angus to be reviewed before rollout in 2019.	S Bell/ F Christison
		Provide hardware and software for video editing	Complete	S Bell
		Create a digital calendar of events and content for planning purposes	Complete	Communications service
Our key marketing campaigns & messages are evaluated to ensure effectiveness	We currently do little evaluation. While achieving this can be difficult, social media provides some metrics	Implement OASIS tool to measure & maximise effectiveness	Complete. OASIS tool in use from Jan 2019.	S Bell
Elected members & senior officials are trained in dealing with media and aware of support services provided by communications service	Varying levels of confidence dealing with media. Also varied understanding of how service can support communications activity	Provide training sessions to elected members and senior officials as required	Complete	S Bell
		Provide regular internal updates on changes in services provided by service & raise awareness	Ongoing	S Bell

The communications service provides the most effective & streamlined service to internal and external customers	Internal processes have evolved over time and are in need of review. Clients currently may have to deal with multiple members of staff	Carry out "service design" review & look to introduce a consistent, one point of contact model	improvements made but formal redesign now 2019/20	S Bell/S Kyle
The service maximises the opportunities provided by collaborative working	Pan-regional and Scotland-wide initiatives are ad hoc. Work is repeated in different areas.	Co-ordinate a pan-Tay Cities area communications practitioners group	Complete	S Bell
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	Due to roll out March/April 2019	S Bell/B McLeary
		Create an opt-in database of personal email addresses to receive All Staff emails	Due to roll out March/April 2019	S Bell/J Robertson
		Launch and promote these new services under a 'One Dundee, wherever you are' banner	Due to roll out March/April 2019	S Bell
Every service area produces a quarterly newsletter for their workforce	Internal newsletters are sporadic in geography and frequency	Calendar of issue dates distributed to all service areas	Complete	B Soutar

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
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.	30/06/2019	S Bell/J Kopel
		Investigate web site "live chat" function	31/12/2019	S Bell/ IT

2 – External/digital

OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER
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	31/05/2019	A Calder/ S Bell
		Contribute to the delivery of a calendar of marketing activity which delivers tangible outcomes	Ongoing	S Bell
A suite of general and niche newsletters is distributed to appropriate audiences	System allows this but not currently used	Trial a general purpose newsletter and look to expand	On hold, pending the outcomes of trials elsewhere	S Bell/F Christison

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
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	31/12/2019	S Bell
Social media accounts can be accessed from corporate centre	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	Introduce a social media management tool to support our growing use of these platforms, ensuring maximum impact from campaigns and providing oversight of content Maintain login list and carry out checks to ensure it is up-to-date	31/12/2019 31/03/2020	S Bell F Christison
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	31/07/2019	S Bell/ K Ritchie

3 – Communications service				
OUTCOMES	CURRENT POSITION	ACTION REQUIRED	TARGET DATE	LEAD OFFICER
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	31/10/2019	S Bell
		Seek opportunities to learn from best practice of other agencies	Ongoing	S Bell
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
		Ensure that campaign outcomes are shared with clients	Ongoing	S Bell
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 training sessions to elected members and senior officials on how to make best use of social media	31/10/2019	S Bell/ M Thomas
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	Carry out “service design” review & look to introduce a consistent, one point of contact model	31/12/2019	S Bell/ S Kyle
		“What we do” page with contact details and other relevant resources to be created on Intranet	31/06/2019	S Bell

The service maximises the opportunities provided by collaborative working	A pan-regional communications group has been created and meets quarterly. DCC is also represented at the National Communications Group and other relevant bodies	Seek opportunities for pan-Tayside collaboration, including shared use of resources where appropriate Ensure that partner agencies are aware of our campaigns and how to support them	Ongoing Ongoing	S Bell S Bell
Services are supported to create their own, well-presented documents where appropriate	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.	Provide templates for services to create their own Word documents, with training and support from the design team as required	30/11/2019	K Laidlay
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	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	Ongoing	S Bell/ K Ritchie
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	31/03/2020 31/03/2020	S Bell S Bell/ Exec Directors