

BRECKLAND COUNCIL

Report of: Ian Sherwood, Executive Member for Performance & Business Development

To: Cabinet - 7 May 2013
Council - 23 May 2013

(Author: Dominic Chessum – Joint Communications Team Leader)

Subject: Breckland Digital Communications Strategy

Purpose: To seek approval for the Breckland Digital Communications Strategy and implement associated actions.

Recommendations:

- a) To adopt the Breckland Digital Communications Strategy and associated action plan
- b) To approve the creation of a 'digital newsroom' for the Council as detailed within this report
- c) Rule out webcasting at this time due to annual costs.
- d) To cease design, production and distribution of the Council magazine, 'Voice' with immediate effect and realise financial savings to help reduce overall council spend and reallocated staff time associated with magazine to development of digital communications.

1. BACKGROUND

- 1.1 The advent of new technology and the rapid public adoption of social media has resulted in a plethora of new communications channels opening up and becoming mainstream in recent years.
- 1.2 This paradigm shift has meant communications teams in both the public and private sectors have had to begin a process of fundamentally rethinking how they operate. From the roles and skills needed within the team and the tools needed to

do the job to the methods used to ensure consistency of message and engage with the public, all are having to be analysed, rethought and then gradually reworked and changed.

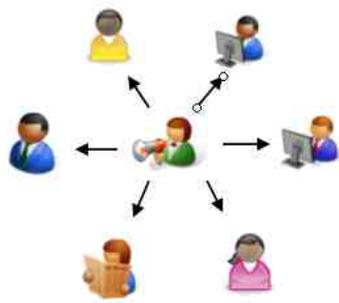
- 1.3 This is a process of adopting new technology and skills, changing working practices and instigating cultural and organisational change. It is likely to continue in perpetuity.

2. DIGITAL COMMUNICATIONS STRATEGY

- 2.1 It is for this reason that the Communications Team Leader has developed a Digital Communications Strategy for the council. This should ensure that all the opportunities presented by digital communications are explored by the council and exploited where appropriate.
- 2.2 The guiding principles behind the development of the strategy are those contained in the strategy produced by the Government Digital Service (GDS) which is available at <http://publications.cabinetoffice.gov.uk/digital/strategy/>
- 2.3 The focus on “digital by default” is one which not only applies to transactional services but also to communications and is one which the government is increasingly keen for all authorities to apply.
- 2.4 Appendix 1 proposes the Digital Communications Strategy for the Council and includes an action plan for implantation. Members will note that the final action is to continue research and development as technology and social media opportunities arise. It should be recognised that whilst this strategy sets an environment for adopting digital and social media as a communications tool, the area is constantly shifting and developing and further actions and improvements will need to be brought forward on a case by case basis.
- 2.5 The Digital Communications Strategy proposes a number of actions in relation to developing Breckland Council’s digital communication channels including:
 - Introduction of a digital newsroom
 - Consideration of webcasting facilities
 - Cessation of the Council’s magazine, ‘Voice’
- 2.6 Each element detailed below is able to be implemented independently, however, should be considered as interlinked.

3. DIGITAL NEWSROOM

- 3.1 While the council’s Digital Communications Strategy will involve several work streams a key part of it will be a shift in the way we communicate with the public from one where we proactively send out good news and react to bad news to a more conversational style (see image below).



Proactive / reactive model

move to



Conversational Model

- 3.2 Key to achieving this move from the proactive / reactive model to the conversational model is the creation of a 'digital press office'. This is an essentially an open, networked and social space which publishes digital information in an accessible way and allows it to be easily retransmitted by others.
- 3.3 The newsroom no longer distinguishes between new and old media, public and press. It works using digital links rather than copy content, thus ensuring the latest version of all news is always available no matter when it was originally distributed.
- 3.4 As well as helping the council move more easily to a conversational style, the 'digital press office' also has the added advantage of making it much easier to get relevant content to more hyper-local print and digital media, such as parish magazines and the new Breckland View website, on a regular basis. It is anticipated that it will go some way to increasing the council's offline reach. In essence, while the council would be moving towards getting more of its messages out online, the digital newsroom may in fact increase replication of council communications offline in local magazines, thus catering more effectively for the digitally excluded on a more comprehensive, cheaper and regular basis.
- 3.5 However it is developed and hosted the digital newsroom will comply with the council's security needs given that no confidential information or information which is not intended to be published will be placed on the domain.
- 3.6 Content will be linked back to the main council website where necessary via Really Simple Syndication (RSS) feeds. This single copy, single point of issue system will help ensure consistency of message.
- 3.7 The newsroom will also draw on and embed content such as video and audio posted by the council on various social media sites. In this way hosting costs can be kept to a minimum.
- 3.8 The cost development, implementation and ongoing costs for the digital newsroom can be found by re-profiling aspects of the current communications budget.

4. **WEBCASTING**

- 4.1 Breckland Council's Digital Communications Strategy will commit the council to exploring all communications opportunities presented by advances in technology. One such opportunity is webcasting.
- 4.2 The potential is now there to broadcast the proceedings of Council and other meetings live over the internet. This in turn has the potential to increase democratic engagement and public understanding of the council and its services by enabling more people to witness at first hand the council's decision making processes.
- 4.3 Many councils across the country, including our partner council South Holland, now use webcasting.
- 4.4 Webcasting has many advantages but both it and its primary objective of engaging more members of the public in the democratic process should be placed in the wider context of the council's Digital Communications Strategy. This is a substantial amount of money to spend on a service which is only likely to be accessed by a small proportion of the population and there is an option not to webcast meetings but to use the one off saving from Voice to help develop other digital services, as detailed in the Digital Strategy. These services have the potential to have far greater overall reach than webcasting alone and will fulfil the same ambition of increasing democratic engagement and public understanding of the council and the services it provides.

5. COUNCIL MAGAZINE – 'VOICE'

- 5.1 Breckland Council has produced its residents' magazine 'Voice' for a number of years.
- 5.2 The purpose of the magazine is to provide a regular and direct form of communication with residents to ensure they remain informed as to the operation of the council and the services it provides.
- 5.3 Where as previously a printed periodical was arguably the only way of ensuring regular and direct effective communication with residents, digital communication platforms mean that this is no longer the case.
- 5.4 The magazine is expensive to design, print and deliver with the original budget for the financial year 2012/13 being £84,000. The budget set for 2013/ 14 is less at £42,000 due to a reduction in the number of issues. It also takes a significant amount of officer resource during the weeks of production. There is also a significant time delay between collation of material, production and distribution of the magazine.
- 5.5 Digital communication channels offer and new and instantaneous way in which to communicate directly with residents. Combined with the digital newsroom which has the potential to increase the council's reach in print media it is now feasible to consider the cessation of the council magazine, take the allocated budget as savings and reallocate the officer time previously used to create voice to develop other digital channels.

5.6 The council magazine came bottom of the priorities placed on a number of council products and services during the recent Could we? Should we? public consultation.

6. OPTIONS

6.1 As this report details a range of interlinked initiatives, there are a number of options available to be considered and each initiative can be considered in isolation.

6.2 Digital Strategy

Option 1: To adopt the Breckland Digital Communications Strategy and associated action plan

Option 2: Do nothing

6.3 Digital Newsroom

Option 1: Approve the creation of a 'digital newsroom' for the Council.

Option 2: Do nothing

6.4 Webcasting

Option 1: To rule out webcasting at this time due to annual costs but agree money set aside for initial first year of webcasting be used as a one off investment into developing other digital services at the council

Option 2: To rule out webcasting at this time due to annual costs and take money set aside for initial first year of webcasting as savings

Option 3: To agree the principle of webcasting and ask officers to procure the best value for money service. Agree to use the savings from Voice to finance the first year of webcasting and created a budget within the Democratic Services directorate to finance future years.

Option 4: Do nothing

6.5 Voice

Option 1: Cease design, production and distribution of the Council magazine, 'Voice' with immediate effect and realise the savings budgeted for and reallocated staff time associated with magazine to development of digital communications.

Option 2: Reduce the number of issues of Voice per year

Option 3: Retain current levels of production of the Voice per year

7. REASONS FOR RECOMMENDATION

7.1 Adoption of the digital strategy will ensure the council explores and, where deemed appropriate, exploits all the opportunities which emerging digital technologies present. Each recommendation detailed within this report supports the shift towards increased use of digital technology for communication with the aim of increasing speed and quality of communication whilst minimising costs.

8. EXPECTED BENEFITS

8.1 Digital Strategy

- Greater public understanding of the council, its operations and services, and greater public engagement in the democratic process.

8.2 Digital Newsroom

- The creation of a digital newsroom will be a central pillar in enabling the council's Digital Strategy.
- It will enable the Council to adapt to cope with modern methods of communication and make use of all the communications channels open to it.
- It has the potential to increase the reach of the council's communications.

8.3 Webcasting

- While webcasting does have the potential to increase democratic engagement and public understanding of the council and the services it provides, it is a considerable expense. Using the money set aside for the first year of this project to invest in other digital services will enable the communications team to achieve the same ends but through a more comprehensive range of projects which will have far greater public reach than webcasting alone. It will also mean no budget allocation will need to be made for webcasting in future years.

8.4 Voice

- Organisational savings
- Freeing up of staff time
- Shift towards more immediate form of direct communication with residents.

9. IMPLICATIONS

9.1 Staffing

9.1.1 Changes to working practices and the cessation of the council magazine will create enough staff resource to ensure the implementation of the digital communications strategy for the benefit of the council.

9.2 Legal

9.2.1 All legal matters such as data protection will be considered during the design and any procurement processes linked to the initiatives detailed within this report.

9.3 Risks

9.3.1 The risk implications of this report have been considered and the following risks have been identified:

9.3.2 Digital Strategy

- Due care will be given to the risks inherent within each individual project should the strategy be approved
- The risk of enabling the public to leave comments of the strategy is mitigated against by their comments being moderated prior to publication.
- As this is a public site hosted externally no sensitive data will be stored upon it

9.3.3 Digital Newsroom

- Release of information – Same mitigation as with any form of publication undertaken by Communications team
- Technical down time will be detailed within the contract
- Increasing costs in future – Dealt with by contract and simple product using open source software so possibility of transferring provider should costs rise substantially
- Public access to internet - County Council broadband campaign should do much to increase access

9.3.4 Webcasting

- Due care will be given to the risks inherent in webcasting should it be approved. This will be addressed through training and appropriate procedures.
- The risks contained within the digital strategy will be considered on a project by project basis.
- Not undertaking poses a risk in that the council is not making use of a communication channel available to it, however, this will be mitigated by the use of other channels.

9.3.5 Voice

- Due care will be taken to ensure we continue to promote events being run by the council effectively.
- The digital newsroom will go some way to ensuring those whose primary form of council information was the magazine remain informed.

9.4 Financial

9.4.1 Digital Strategy

- The full financial implications of each additional project will be considered as they are investigated. Due consideration will always be given to budgetary constraints and value for money.

9.4.2 Digital Newsroom

- The cost of newsroom, including creation, hosting and training of staff is as yet not known but it is not expected to be in excess of £3,000 per annum. This can be found by reprofiling the existing communications budget and reducing spend on hired services.

9.4.3 Webcasting

- Adopting webcasting would place an ongoing financial commitment upon the council
- The communications team has asked for three quotes from three separate companies. While one company did not provide a quote the two quotes received ranged from £11,900 to £27,540 per annum. It is likely the cheaper quote would adequately cater for our needs and represent best value for money.
- Savings made through keeping the production and distribution costs of Voice magazine to a minimum over the past year are able to finance the purchase and operation of a webcasting system for the first year, however, this purchase is likely to place an ongoing annual financial commitment upon the council which a budget would have to be created for.

9.4.4 Voice

- The cessation of the council magazine will mean the whole budget of £86,000 has the potential to be taken as savings.
- Staffing resource currently used for the magazine can be redeployed to ensure maximum benefit to the council from the implementation of the digital communications strategy.

9.5 Contracts

- 9.5.1 If the recommendations of this report are approved, there is the potential that one contract required to develop the online provision and training required for the digital newsroom. The costs of this are details in the financial section of this report.

9.6 Section 17, Crime & Disorder Act 1998:

- 9.6.1 The implications of this report have been considered and in the opinion of the report writer there are none.

10. WARDS/COMMUNITIES AFFECTED

All Wards are potentially affected by the outcome of this report.

Background papers:-

Lead Contact Officer

Name/Post: Dominic Chessum, Joint Communications Team Leader
Telephone Number: 07827 843 349
Email: dominic.chessum@breckland-sholland.gov.uk

Key Decision: No

Exempt Decision: No

Appendices attached to this report: Digital Communications Strategy
Digital Communications Strategy Action Plan

Breckland Digital Communication Strategy



March 2013

Vision

The advent of new technology and the rapid public adoption of social media has resulted in a plethora of new digital communications opportunities opening up and becoming mainstream in recent years.

This paradigm shift has meant organisations in both the public and private sectors have had to begin a process of fundamentally re-thinking how they communicate. From the roles and skills needed within communications teams and the tools needed to do the job to the methods used to ensure effective public understanding and engagement, all are having to be analysed, re-thought and then gradually reworked and changed.

This is not just a process of adopting new technology and skills, it is a process of cultural and organisational change which is likely to be ongoing for some years, if indeed, given the exponential rate at which technology is developing, it ever stops.

The key drivers for this adoption are to enhance the experience of residents in their interactions with the council and to realise the efficiencies and cost savings which digital technology offers the organisation.

For the purposes of this document digital means any form of technology, from computer systems and programmes to social media, which has the potential to be utilised by residents, the council or both groups in order to communicate.

In setting up the [Government Digital Service \(GDS\)](#) within the Cabinet Office the Government has sent a clear signal that it sees the migration of people to digital as a key target. It has called this process of migration “digital by default” and describes it as follows in its [Government Digital Strategy](#)

“By digital by default, we mean digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can’t are not excluded.”

Encapsulated in this sentence is much of what we aim to achieve in terms of communications at Breckland Council. We aim to make the digital communications opportunities we create of such a standard that they are adopted by choice by the majority of officers, members and the public. We will, however, always ensure that members of the public whose first choice is not digital are not disadvantaged in any way.

In summary, the vision for Breckland Council’s Digital Communications Strategy is,

“To make digital communications the format of choice, enhancing the experience of residents, and realising efficiencies for all.”

Aims

The aim of the Digital Strategy is to ensure the council does not miss any of the opportunities presented by advances in digital communications.

It aims to ensure the maximum benefit for both residents and the organisation as follows:

Residents

- Make the council's services more publicly accessible
- Further improve transparency
- Enhance the customer experience
- Enable more regular and proactive public interaction with members and officers
- Make interacting with the council easier

Organisation

- Develop more efficient and streamlined communications practices
- Enhance the officer and member working experience
- Streamline flow of information
- Enhance learning and knowledge gathering to enable further improvements
- Achieve potential efficiencies and costs savings

These aims will be achieved by a series of projects which are detailed in the next chapter.

Projects

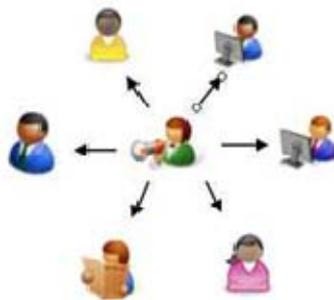
Please note that an action plan detailing how these project will be implemented can be found at the end of this document (Appendix A).

Social Media Development

Social media is fundamentally changing the way and speed people communicate and share information. As a council, social media offers us a whole new range of platforms and channels through which we can communicate with the public.

Channels such as Twitter and Facebook have moved rapidly from being niche to mainstream and with this has come opportunities but also obligations. Though there will always be some whose preference is for traditional channels of communication, and for whom, as explained in the vision section, we will continue to cater for using traditional methods, there are now many whose main way of receiving, collating and digesting information is through social media. It is their communication method of preference and there is an expectation from them that the council caters for this.

With this in mind, the way the council conducts its communications has moved rapidly from one where social media was viewed as an optional extra to one where it is an integral part of our communications strategy. In order to achieve this we are changing the model by which we communicate to the public. As these two diagrams explain, we are moving from a model where we simply put messages out to the public to one of much greater interaction.



Traditional model of communications

- sending out key messages with no interaction or feedback.



The new method of communications
– entering into conversations about the messages we put out.

This new conversational model is far more effective in enabling us to disseminate our information, correct misinformation and have constant feedback on how the public perceive the council is performing. It works best when social media is used in conjunction with the digital newsroom detailed below.

Responsibility for the corporate social media channels lies with the council's Communications Team. The team reviews its social media output, the way it utilises social media and the channels it uses on a regular basis.

As the council's use of social media has developed, specific projects run by various teams within the council have also set up their own social media pages. These are operated by the individual teams in consultation with, and under guidance from, the Communications Team from whom they must first seek approval. This strategy aims to further enhance this model and develop the number of services who are using social media to interact directly with residents. In order to mitigate against any risks associated with this model, a set of guidelines will be developed which will also serve to protect both the officers and the council in this circumstance (see next section).

Social Media guidelines

Councils across the country find themselves at various points on the journey towards giving staff full access to digital communication channels and enabling them to use social media in the course of their work. As this happens there remains a responsibility to ensure adequate protections are in place for both the council and staff.

Digital communication channels have the potential to create a blurring of the lines between personal and work life. Safeguards are therefore needed for two key reasons. Firstly, they protect both the staff and the organisation because if staff are made aware of the issue and the grey areas, the risks are reduced. Secondly, when staff feel empowered, enabled, confident and

secure in their use of social media, this is when the full potential of the use of these digital channels can be harnessed.

But the above is only half the equation. Digital channels offer new ways in which the public can interact with the council and its officers. For the full potential of this to be utilised, just as staff must feel empowered, enabled, confident and secure in their use of digital communication channels so must the public.

The public must also understand the terms on which the council is engaging with them through social media. What they can expect from the council and the behaviour the council expects from them.

A single set of publicly accessible guidelines will be created which encompasses all the above. All staff using social media for council purposes will be expected to sign up to the guideline and will receive training as required.

Digital Newsroom

The shift in the communications model the council is using is detailed in the social media section of this document. In essence it is a move from a way of communicating where we proactively send out good news and react to bad news, to a more conversational style.

Key to achieving this conversational model is the creation of an online 'digital press office'. This is essentially an open, networked and social space which publishes digital information in an accessible way and allows it to be easily re-transmitted by others.

The newsroom no longer distinguishes between new and old media, public and press. It works using digital links rather than copy content, thus ensuring the latest version of all news is always available no matter when it was originally distributed.

As well as helping the council move more easily to a conversational style, the 'digital press office' also has the added advantage of making it much easier to get relevant content to more hyperlocal media, such as parish magazines, on a regular basis. As a result of this it is anticipated that it will go some way to increasing the council's offline reach. In essence, while the council would be moving towards getting more of its messages out online, the digital newsroom may in fact increase replication of council communications offline in local magazines, thus catering more effectively for the digitally excluded on a more comprehensive, cheaper and regular basis and fulfilling the criteria set out in the Digital by Default statement in the vision section of this document.

The digital newsroom itself can be created in a number of ways but essentially, where needed, content will be linked back to the main council website via Really Simple Syndication (RSS) feeds. This single copy, single point of issue system will help ensure consistency of message.

The newsroom will also draw on and embed content such as video and audio posted by the council on various social media sites. In this way hosting costs can be kept to a minimum.

Details of how the Digital Newsroom will be implemented can be found in the action plan (Appendix A).

Email

Email is now a long ago integrated part of working practice for most people and, although it has its drawbacks, it can still be a powerful communications tool when used correctly.

Breckland Council already successfully uses email as a method of answering queries from the public from its customer contact centre and the addition of a digital newsroom would also offer the media, the public, members and officers an opportunity to sign up to have news release drop directly into their inbox among its other syndication methods.

While externally the way the council uses email is comprehensive and effective, internally policies and procedures require revision.

1. A new standard email signature and out of office reply template needs to be developed and adopted by all.
2. A new policy on the distribution of 'all staff' emails needs to be developed and adopted.
3. Training on the effective and efficient use of email needs to be given to staff.

The Communications Team will undertake the first two aspects of this work and will liaise with Human Resources Team regarding the third. The team will also looking at various options for enhancing the look of some important email communications using several different products.

Websites

Breckland Council's website was redeveloped in 2010 and went live in January 2011.

Since then responsibility for the website had been transferred from Communications Service to Customer Services, a decision based on the premise that although the external website is a powerful method of communication it, in essence, a customer service tool. Use of the website is consistent and growing.

Currently the council makes use of a bought-in product called Gov Delivery to alert customers who sign up when changes are made to specific topic areas on the website. With other methods of delivering a similar service available the annual subscription to this product will be reviewed.

While the main website will remain a repository of information about the council and its services and the front page of this site a key communications tool, in the future the council will increasingly look to create mini-sites for specific purposes.

These will generally be for a single issue or purpose and they will generally be built using Wordpress or similar free tools at little or no expense to the council other than officer time. They will invariably link from and to the main site in some way. Aspects of these single use and quick to establish sites can be integrated into the digital newsroom and create a good platform for good viral social media coverage. Their effectiveness makes single issue basis makes then quick, efficient and effective and as only public information is displayed on them there is little risk.

Intranets

The intranet at Breckland was developed some years ago and is now somewhat antiquated and the information on it out of date in many places.

While fit for purpose at the time of creation thought on the purpose and use of intranets in recent years has moved on somewhat.

The intranet at Breckland is essentially an internal website which contains information relevant to council officers. There is interactivity in places but it is minimal and poorly used.

The council also operates [The Place](#) as a secure area for senior managers and members of the Key Officer Group (KOGs) to post information and interact with each other.

Creating a successor to the current intranet is far from being a priority for the council but in time thought must be given as to the requirements of the council as it moves forward. ICT will need to lead this project with input from Communications.

Webcasting

The potential is now there to broadcast the proceedings of Council and other meetings live over the internet. This in turn has the potential to increase democratic engagement and public understanding of the council and its services by enabling more people to witness at first hand the council's decision making processes.

Many councils across the country, including our partner council South Holland District Council, now regularly use webcasting. While it has many advantages, both it and its primary objective of engaging more members of the public in the democratic process should be placed in the wider context of the council's Digital Communications Strategy.

Webcasting is a substantial amount of money to spend on a service which is only likely to be accessed by a small proportion of the population. The development of other digital services has the potential to have far greater overall reach than webcasting alone and will fulfil the same ambition of increasing democratic engagement and public understanding of the council and the services it provides.

In the current economic climate it is not prudent therefore to procure a webcasting system, however, the usefulness of this system should not be discounted and this decision will be kept under review.

Publications

Breckland Council has produced its residents' magazine 'Voice' for a number of years with the purpose of providing a regular and direct form of communication with residents to ensure they remain informed as to the operation of the council and the services it provides.

Whereas previously a printed periodical was arguably the only way of ensuring regular and direct effective communication with residents, digital communication platforms mean that this is no longer the case.

The magazine is relatively expensive to design, print and deliver with the original budget for the financial year 2012/13 being £84,000. It also takes a significant amount of officer resource during the weeks of production.

The time delay between collation of material, production and distribution of the magazine is also an issue.

Digital communication channels offer a new and instantaneous way in which to communicate directly with residents. Combined with the digital newsroom which has the potential to increase the council's reach in print media it is now feasible to consider the cessation of the council magazine, take the allocated budget as savings and reallocate the officer time previously used to create voice to develop other digital channels.

Digital development and research

As detailed at the beginning of this strategy, technology is developing at an exponential rate and no one knows what may be around the corner. This strategy aims to endorse continuous development and improvement within the way we communicate internally and with our residents, therefore it should be recognised that the recommended actions within this strategy will only be the starting point.

A key role for the Communications Team will be to continue to monitor and research new and innovative developments and opportunities within technology and communications that may have positive benefits to the council and its resident. The Communications Team will continue to identify opportunities as they arise and bring these forward on a case by case basis for consideration.

Breckland Council

Digital Communications Strategy Action Plan (Appendix A)

Date last updated: 12 March 2013

	Area of work	Output	Service Area	Account able Officer	Lead Officer	Action required	Deadline	Status	R A G
1	Social Media Development	Regularly review effectiveness of corporate social media channels.	Communications	Dominic Chessum	Pam Sayle	Review existing corporate social media channels	July 2013	Ongoing – recurs every 6 months.	
						Assess if new corporate social media channels need to be adopted	July 2013	Ongoing – recurs every 6 months.	
2	Social Media Guidelines	Develop single set of social media guidelines for use by both officers and public	Communications / HR	Dominic Chessum	Dominic Chessum	Create guidelines Officer Training	August 2013		
3	Digital Newsroom	Creation of a digital newsroom for use by the communications team	Communications	Dominic Chessum	Dominic Chessum	Seek approval for the creation of digital newsroom	May 2013		
						Procure contractor to develop digital newsroom	June 2013		
						Implement digital newsroom	Sept 2013		
4	Email	Ensure email use is as effective as possible	Communications / HR	Dominic Chessum	Dominic Chessum	Create new universal email signature and out of office	March 2013	Completed	
						Create universal email policy	April 2013		
						Training on effective use of email	TBA		

	Area of work	Output	Service Area	Account able Officer	Lead Officer	Action required	Deadline	Status	R A G
5	Website	Ensure website meets organisation needs and is up to date	Customer Services	Dylan Powles	Dylan Powles	Ensure website meets ongoing needs	Ongoing	Ongoing	
						Review procurement of Gov Delivery	March 2013	Report gone to CMT	
7	Intranets	Develop new solution to organisation needs currently catered for by intranet	ICT / Communications	Kevin Rump	Kevin Rump	????	???	???	
8	Webcasting	Decide on whether to implement webcasting	Communications / Member services	Dominic Chessum	Dominic Chessum	Decision on whether to implement webcasting	May 2013	Ongoing – will be reviewed annually	
9	Council magazine	Decide on future of council magazine	Communications	Dominic Chessum	Dominic Chessum	Decision on future of council magazine	May 2013	Ongoing – dependent on decisions of council	
9	Research and Development	New opportunities brought forward on a case by case basis	Communications / other services where relevant	Dominic Chessum	Dominic Chessum	Further reports for decisions where required.	Ongoing	n/a	

BRECKLAND COUNCIL PROFORMA B
(CAPITAL AND REVENUE BUDGETS)

FROM: Mandy Ashton (Senior Accountant – Revenues & Projects)

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

REPORT: Digital Communications Strategy
REPORT DATE: 26th March 2013

Revenue	£ Year 1 2013/14	£ Year 2 2014/15	£ Year 3 2015/16	£ Year 4 2016/17	£ Year 5 2017/18
Digital Newsroom – Set up	3,000	Nil	Nil	Nil	Nil
Digital Newsroom – Further development (maximum)	3,000	3,000	3,000	3,000	3,000
Cessation of Voice	(44,210)	(45,360)	(46,720)	(48,170)	(49,660)
Total Revenue	(38,210)	(42,360)	(43,720)	(45,170)	(46,660)

Funding required:		Considered by:	Date:
Total capital cost	£nil	Exec	01/04/13
Revenue saving	See above	Cabinet	07/05/13
		Council	26/05/13

Financial Services Comments

This report seeks to approve the Digital Communications Strategy which includes action points detailed in the table above.

Efficiencies for the cessation of Voice form part of the “Could we should we” consultation. If this proposed saving is used to fund other areas there will be less scope for the full savings to be realised in the “Could we should we” project.

Financial Risk

Should the proposal to cease the production of voice be rejected and the other options approved an increase to the budget from 2013/14 and future years will need to be approved. This will increase the Council’s efficiency target in the future. If committee approve web casting the saving will be reduced further.

This PB is valid for 3 months from PB date	If this PB is not longer required please advise Finance	If there are changes to the original report it may invalidate this document, it must be reviewed by Finance.
15/04/2013	Page 1 of 1	C:\Documents and Settings\dchessum\Desktop\Dom's Working Folder\Reports\Digital Communications Strategy\Digital Communications Strategy - second