

Department business plan update

Communications

Department overview

Communications supports Strathcona County's strategic direction and business goals:

- advance the reputation and positive image of the organization
- provide open, transparent and meaningful stakeholder communication and public engagement
- 15 professionals operating independently and in partnership with internal and external resources



Core business functions

- Communications consultation, planning and implementation - provide strategic communication direction, consultation and training
- Stakeholder Relations - foster positive working environments
- Digital Communications – develop and maintain county websites, social media approaches and tools
- Brand Management – preserve integrity of county brand
- Public Engagement – guide public engagement efforts

Progress on core function forecast

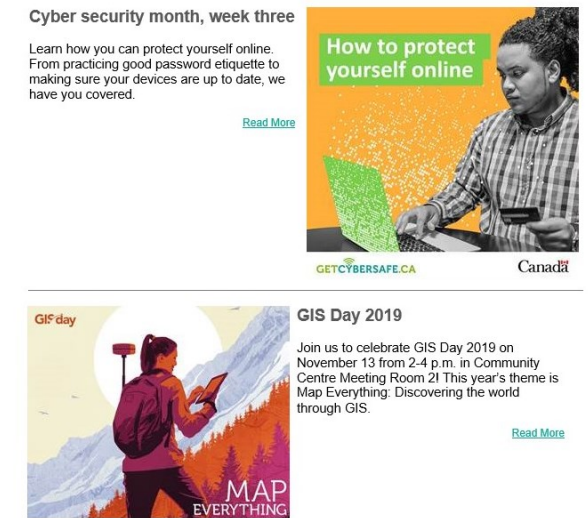
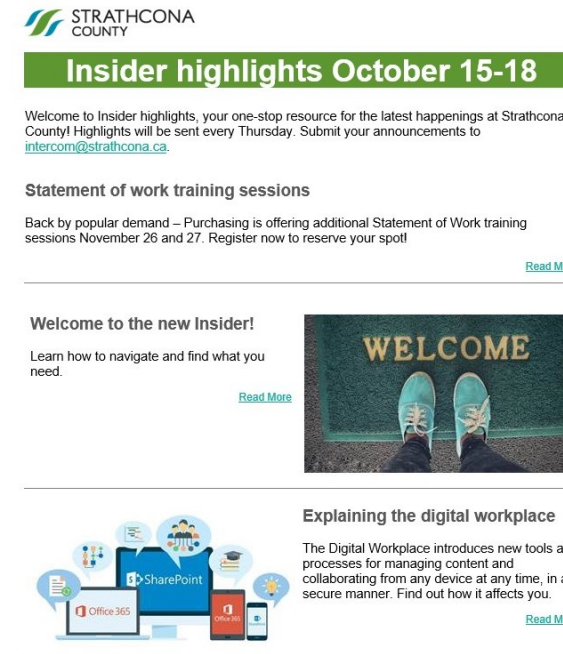
Communications consultation, planning and implementation

- Business case to review communications services delivery through an enterprise-wide lens.
- Initiative scheduled for 2021 start
- Meantime, we have:
 - Met with departments and communicators
 - Looked at business transformation processes
 - Adopted FAME software to manage workflow

Progress continued

Stakeholder Relations

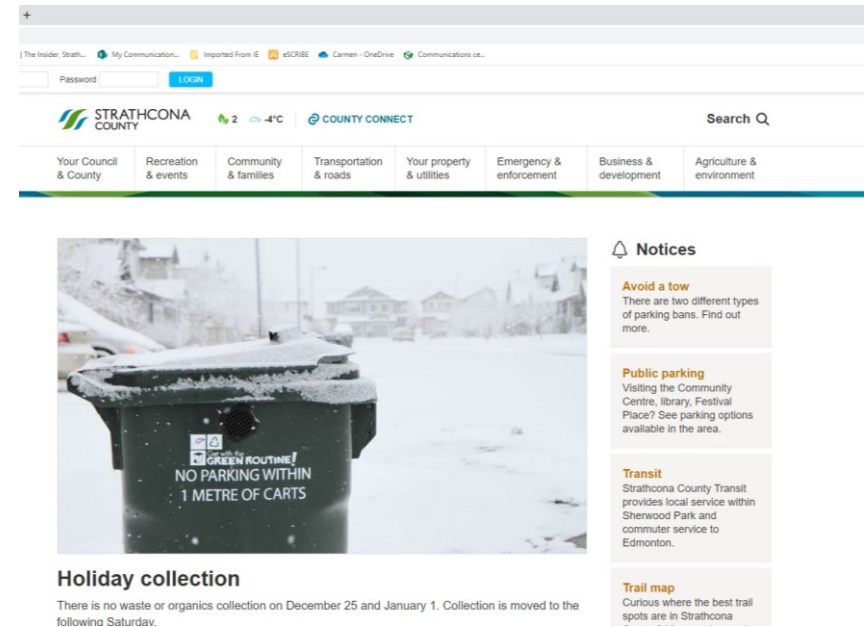
- Address long-standing gap for internal-facing communications
- Recruit internal communications advisor:
 - Support launch of Office 365
 - Develop and deliver focused, accurate and consistent messages to our internal audiences
 - Create more feedback channels and enhance two-way communication with staff
 - Review approaches to remote and offsite worker communications
 - Initiate overall internal communications strategy



Progress continued

Digital Communications

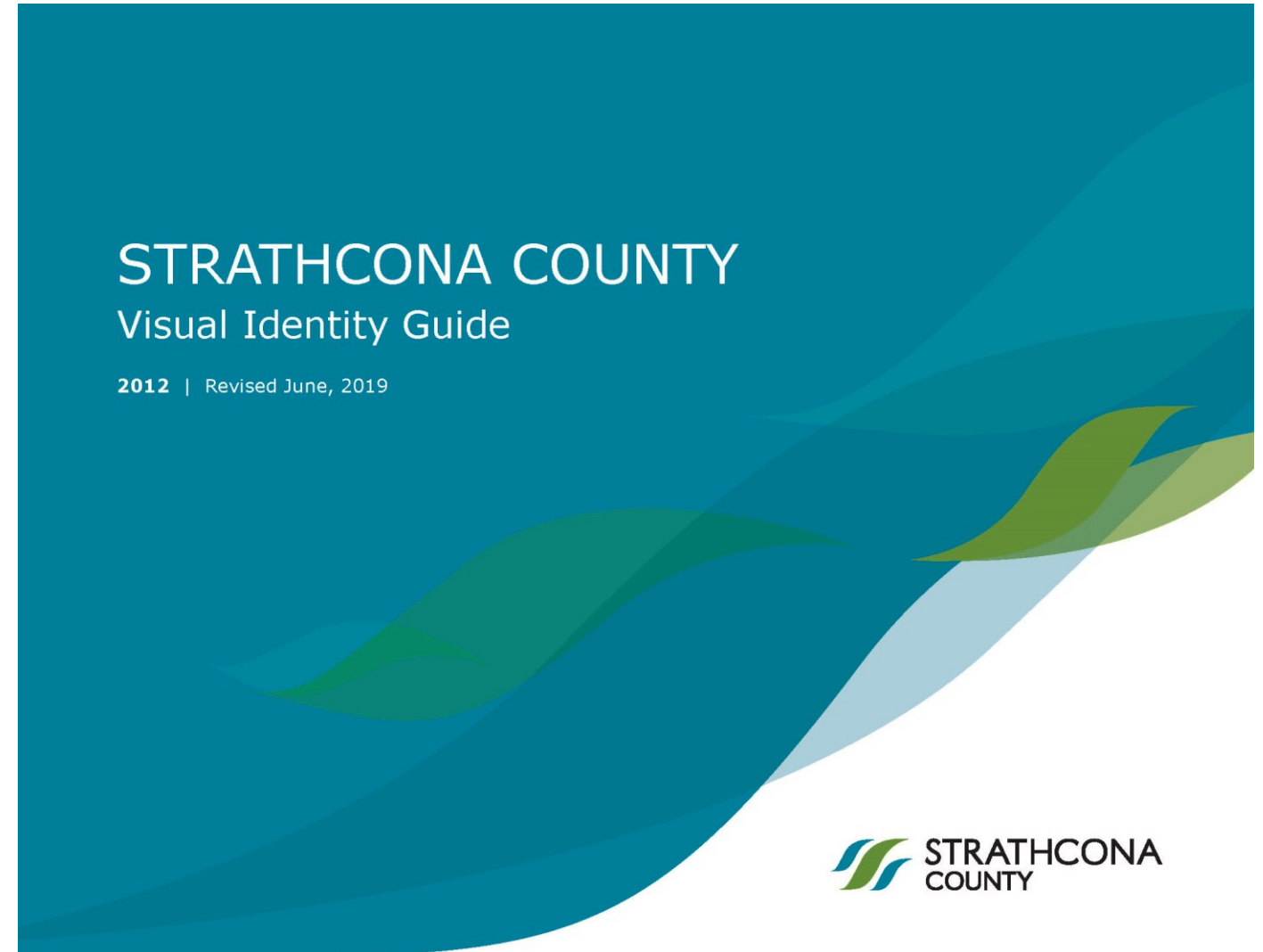
- Enhance functionality of The Insider
- Easy access to relevant, timely information and tools
- Launch new Intranet on the Office 365 platform (October)
 - Direction and content based on employee feedback
 - Improved search functionality
 - Enhanced user and editor experience
- Cross-department social media committee
- Improved analytics



Progress continued

Brand Management

- Facilitate correct and consistent application of brand elements
- Review challenges around brand application and assess additional areas of need
- Revise and enhance visual identity manuals (County use; vendor use)



Progress continued

Public Engagement

- Enhance overall quality of County public engagement
 - Celebrate first full year of SCOOP operations
 - Hire PE professional; research analyst position since dropped, but required to accommodate the growing demand for public engagement services
 - Implement survey central to manage survey volume
 - Finalize PE directive and procedures (trained X personnel)



Employee engagement

Engagement survey theme	Engagement initiative	People Plan focus area
Leadership	Create time and space to celebrate success, think strategically and develop strong plans	Leadership, positivity
Values	Highlight department contributions beyond the department to increase understanding and respect for expertise and role	Clear purpose, team
Work environment	Encourage personal and professional growth; support innovation (measured risk)	Accountability, trust

Initiatives

Enterprise wide communications review

- Review delivery of communications services enterprise-wide
- One-organization approach to promote a longer-term strategic focus for this work, gain efficiencies and reduce costs through shared resources
- Support a more even distribution of resources across the County and reduce silos and message clutter

Enterprise wide Communications review - Status

Overall initiative status

Initiative status	Current status	Previous status
Time	NS	NS
Scope	NS	NS
Budget	NS	NS

Alignment to strategic goals

- Goal 8 - Organizational Excellence: continuously improving the way we work, as one organization, in an agile and sustainable manner.
- Results:
 - Insight-driven/evidence-based decision making
 - Integrated planning
 - Communicates to stakeholders about County programs and services
 - Collaborates with departments

Key deliverables

- Enterprise-wide perspective
- Define skill sets and delivery model required to best meet strategic and business goals
- Identify current resources and plan for required resources going forward
- Capture opportunities to share resources and/or redirect funding to support currently underserved departments and program areas
- Improve focus on strategic and financial value
- Enhance collaboration and operational efficiency across department, division and corporate communications spend

Opportunities/Challenges

- Revised timing of review, while it does delay implementation of any recommended changes, does allow us to capitalize on learnings arising from the business transformation process to re-engineer key corporate service areas with cross-department impact.

Risks	Mitigation
Department participation and support	Meet with department personnel who have previously indicated an interest in moving in this direction
Quality vendors	Will specifically invite vendors able to deliver a quality product
Recommendations modified or rejected outright	Invite those likely to be impacted to have a role in defining project and outcomes

Questions?

