



Ayuntamiento
de Murcia



Urbact Interactive Cities – 2018

Murcia City Hall Integrated Action Plan (IAP)

URBACT Interactive Cities – Murcia (Spain)

Integrated Action Plan (IAP)



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four

INDEX

1. Introduction	p. 03
2. Municipal Context	p. 05
3. Current Situation – Murcia	p. 07
4. SWOT Analysis	p. 10
5. Values	p. 15
6. Communication Channels	p. 17
7. Communication Strategy	p. 19
8. Action Plan	p. 22
9. Funding	p. 25
10. Schedule & Deliverables	p. 26
11. Risk Analysis	p. 28



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

1. Introduction

In recent years there has been a surge in online communication in all levels and areas of society, and local governments are increasingly facing internal and external pressures to enhance their digital presence on social media platforms, and the online context is exceedingly demanding of the relationship-based interactions with their “online” citizens. A focus on personalised attention to people interacting with their municipal government, as well as online promotion and marketing techniques and performance, for a highly diverse audience which can be segmented in many ways using a variety aspects and characteristics.

In a context of rapid proliferation of social media, leaving the “traditional” institutions that local governments usually are in a race to catch-up to an ever increasing online activity that by itself evolves even faster than the inherent capacity of cities for adapting to change and reaching this ever evolving end-point, entailing changing goals, strategies, practices and tools, and changing the focus and balance of power in the citizen-government relationship.

Online engagement has significantly modified the nature of person-to-person interaction and communication, as well as it has the person-to-business and person-to-entity relationships, migrating traditionally face-to-face interactions to the virtual world, regardless of the context. Causing a vastly greater flow of information and increasing the amount of interactions and inputs received (e.g. conversations, advertisement, news, events, and a colossal etc.) to hundreds of impacts each day, making it harder to filter and focus on priorities, necessities and the veracity of the received and perceived information.

Traditional one/two-way (or one/two-dimensional) communication has changed into multidimensional communication, (an interactive network so to speak and pun intended). Where one-dimensional communication is one-directional, from (one) sender to (many) receivers, e.g. mass-media, newsletters, streaming, RSS feeds, podcasts, etc. And two-dimensional communication is two-directional, an interchange between sender and receiver, it adds to the process in that information is not just broadcast, but exchanged (replying is possible), e.g. email, text messages, etc.

Multidimensional communication however, happens both asynchronous and in real time. Three-dimensional communication (e.g. social media) allows for an exchange not only between sender and receiver, but also between multiple senders and multiple recipients.



Ayuntamiento
de Murcia



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

Recipients can interact, not just with the sender, but among themselves, e.g. Facebook, a social network, Instagram, an online community for picture sharing, or Twitter, which can be defined as real-time microblogging.

And on the other hand, web 2.0 describes a real trend towards websites that allow for user-generated content or input, static sites have changed into dynamic platforms offering (pre)conditions for users to communicate, participate, generate and create, often in very specific usages that open new avenues of social interaction for online users.

If citizens are present on social media, so should their government, seek to develop digital relationships and establishing communication channels that can be activated from anywhere, at any time, and with minimal effort. And social media and social networks allow for a (more) direct link between political decision-makers and citizens, potentially leading to more lively virtual communication about politics and policies.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

2. Municipal Context

As do companies, local governments should build the brands' image and reputation, carefully confectioning content and citizen engagement, be it the way the information is presented, the tone that is used, the tools selected, and the content that is generated (e.g. digital flyers, images, (micro) videos, pictures, infographics, GIFs, and again, a colossal etc.) reinforcing the institutions ability to inform, educate, mobilise, engage and consult citizens. Leading to a decisive transformation of governance toward an open and inclusive format, profoundly changing the basic aspects of government.

In models of traditional democratic processes and citizen engagement government act as the commanding entity and citizens as recipients, treating them as unable and unqualified i.e. it would be better defined as participation without actual engagement, and leaving the citizens with a “participation” or “consolation” trophy.

As such we can identify i.e. 1) Citizens will be more active in public affairs, from city planning to policy making, 2) Increasing needs for information on policy and governance, demanding transparency, 3) A demand for open governance models with citizen consultations, e-participation, 4) Modernisation of local government and the city itself, Smart City and e-governance. 5) The cry for governments and politicians to close (or at least shorten) the more than evident trust gap between government and society

The aim of this Integrated Action Plan (IAP) however, is not the citizen participation and engagement process itself⁽¹⁾ and although solutions must be developed to tackle the subjacent participatory governance issues, the IAP focusses on meaningful and integrated communication strategies and solutions for online communication with and digital engagement of citizens, as it deepens engagement with those who are already interested in issues being addressed, whilst offering possibilities of reaching new audiences who might otherwise not contribute. We do not only want to “broadcast” information and to seek unilateral “unengaged” responses, we want to listen and establish a dialogue with our citizens.

The main focusses of City Hall in all communication, without going into details extensively, could be considered: 1) providing high quality service with a citizen focus and manage the resources in our trust efficiently, responsibly and effectively, 2) encouraging a climate of transparency, innovation and citizen participation where the city maintains a honest



Ayuntamiento
de Murcia



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

and open communication, 3) a sense of identity, belonging and conjoined work on a daily bases to turn the City of Murcia into a better place for its residents and to improve their quality of life, 4) our commitment to providing relevant and accurate services, information and representation in such a way that municipal services are accessible, creative, coherent, and timely for our citizens, and finally 5) meet the information needs of a diverse and dynamic population.

(1) The Murcia Citizen Participation and Engagement Strategy is included in the Urban DNA Project, Good Practice of the Urbact Interactive Cities Network and has been awarded several awards.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

3. Current Situation - Murcia

It is necessary to benchmark the current culture and assess where you stand as a local government, how people perceive you and the personality you have (as a city hall). As this “personality” can be used to create a positive public image which helps build long-lasting relationships with citizens and other stakeholders. And it is important to keep in mind there is no one “right” way to do this, the essential pretence is to align the way you communicate and the tone you set into a “personality” for the institution, meaning the people that communicate online on behalf of the institution, live that personality and embrace what it stands for.

This dynamic means that our channels have a high percentage of information, in our case “high-quality information”, as we are trying to explain the processes and philosophy behind policy, projects, decision-making, etc. as well as emphasising the change they will bring about in the neighbourhoods and districts of our city.

Communication not only supports, but is the cornerstone of civic engagement, and was a primary objective to be addressed within the Urbact Interactive Cities Network, “explaining policy and implementation” i.e. making policy formulation and decision making more transparent, as well as creating and using channels for citizen feedback (Urban DNA: Santa Eulalia), and deepening public participation in developing, implementing, monitoring and evaluating the undertaken activities.

Throughout the communication activities for “Urban DNA” we explained the Citizen Participation Process and the Full Scale Intervention in much detail, so the Santa Eulalia residents knew what to expect, and how to participate. We want our citizens to play a leading role in the transformation of their surroundings. The citizen engagement process itself is enabling and empowering, adding expert and technical advice, and answering any questions citizens might have.

Communication, which, according to some experts, is “everything”, assessing the communication needs for Murcia City Hall we can distinguish three basic objectives (in an overall sense) to inform, to engage and to mobilise.

Informing is all about transparency and making sure the citizens get the information they need and require, and not in a traditional “broadcasting” sense (“he who reads the paper will know what’s going on”) but in a personalised, person-by-person approach.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

E.g. People with children should be informed of local activities for children, homeowners should be informed on house taxes, large families (3 children or more) should be informed about discounts and advantages they have, etc.

Engaging, City Hall has to engage its citizens, establish dialogue and use that dialogue to improve municipal services. Furthermore meaningful engagement of citizens can build trust by improving transparency, explaining policy and being accountable for the public policies. We live in a (digital) society where it is far easier to be destructive than to co-create, more now than ever as opinions flood the digital communication channels, and it is up to local government to try and forge consensus around important projects, policies and reforms, building the public support necessary to sustain them from a leading role as politicians.

Mobilise, there is an inherent need for any institution working with collectives, even if the collective is “all citizens in the municipality” (i.e. all interested citizens within the targeted sub-segment, as no two citizens are the same, but at the same time sociodemographic characteristics lead to tendencies indicating interests), and whilst “good governance” implies being open, inclusive, accountable, and effective, it also means getting “your people” to participate in the activities, events, etc. that are being organised, as well as the responsibility for City Hall to see to the needs of its citizens, and organise, impulse and arrange those activities, events, etc. the populace wants.

A good example of those three functions combined was the “call-to-action” (participation) in “Urban DNA: Santa Eulalia” which had real-time pictures taken at activities and events, included activities for children, urban revisions with specific collectives (e.g. elderly, disabled), interactive games like Citying Urban Players, etc.

The content generated by City Hall for the communication channels and accounts themselves is very “serious”, as the nature of the institution does imply, in a general sense, that a relatively low amount of “feel-good” content is published, which reduces “shareability”, and there are many challenges to be tackled including the quality of the posts and expanding the follower-base, something that should definitely be addressed in the IAP.

It can provide the means to participation and facilitate the change in interaction between citizens and government, improve the overall quality of decision-making and extend involvement to all citizens. Though the use of new technologies in communication and participation is sometimes seen as difficult and controversial, through digital alphabetisation



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

and every generation being more tech-savvy and adaptive to continuous technological change, the precise future of citizen engagement might be unclear but it is certain digital communication will play a key role in the process.

As far as digital communication is concerned, the current networks used, specified later on, have a follower-base which has a huge potential for expansion, and to add possible influencers to the network. Once a coordinated effort is made, it is not unlikely there will be a snowball effect, a process that initially starts small and builds upon itself, becoming larger and more influential, so that in time it might form a self-sustaining cycle that reaches its potential target focus-group.

There are two items that do not seem to be integrated in the communication structure, namely the Municipal Transparency Portal and the Citizen Participation and Engagement Forum, which is curious seeing how they provide a huge amount of information and a unique way of interacting directly with citizens, respectively, which are detailed hereunder.

The Municipal Transparency Portal, in 2011 the Office for Information on Municipal Activity was created with the aim of offering transparency and better access to information for the citizens, divided in six areas: (A) Active transparency and information about the Municipal Corporation. (B) Website, relations with citizens and society, and citizen participation. (22-36). (C) Economic and financial transparency. (D) Transparency in hiring, collective agreements, subsidies and service costs. (E) Transparency in matters of Urban Planning, Public Works and the Environment. (F) The Right of citizens' access to information.

The Citizen Participation and Engagement Forum is a two-day event, which consists of, amongst other things, a government board meeting which is open to the public (not to be confused with city council meetings which are always open to the public), presentations on various important topics Murcia City Hall is currently working on, individual meetings between citizens and the mayor or any of the councilmembers (prior register/inscription).



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

4. SWOT Analysis

The SWOT analysis is a strategic planning technique that identifies the Strengths, Weaknesses, Opportunities, and Threats related to a process, project or venture. And is used to specify the objectives and identify the internal and external factors (favourable and unfavourable) to achieving those objectives.

In creating and analysing the SWOT model we automatically increase our capacity to react upon external trends or events when warranted. To adapt to any externality effectively requires a base of knowledge primed to absorb details and a flexible dynamic approach. In a rapidly changing environment, this equates to the development of a competitive advantage. Allowing for continuous feedback into or SWOT analysis, and making our strategy much more effective. It' shows us what strengths, weaknesses, opportunities or threats really look like from the communicational frame of reference rather than an individual or global perspective.

In case of the communication in the online channels of Murcia City Hall we can identify, in a basic analysis.

Strengths (1) - Quality content

The content used on Social Media is of a high quality and meets certain standards (relevant, interesting, checked source, neutral/informative stance, no re-post, no advertising, etc.) which followers appreciate, expect and demand from a public entity. This is a key building-block for consolidating a follower-base and experience quality growth.

Strengths (2) - Consistency

The Social Media accounts managed by Murcia City Hall, in general, are consistent in quality, in quantity and in subject matter, followers know what they can expect and are being informed, a key-note on this subject is increased activity in certain periods or surrounding specific events. There is a no-spam policy and unrelated subject matter is discarded.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

Strengths (3) - Own content

City Hall has a clear advantage in comparison with other channels that are trying to amass a user base to sell them a specific brand, service or product, which is the fact that the primary objective is to inform the populace on City Activity (as an entity, adding to the transparency of the public governance as well as activities that take place in the city). We report on our own specific projects, events, etc. that are taking place in our city every single day. One of our strengths is that it grants us the credibility and sustainment needed as well as original content and experiences to share.

Weaknesses (1) – Style and coordination

There is a concerning lack of coordination and guidelines (rules or instructions even), which leads to confusion and creates the disadvantage of non-homogeneity in communication, for the core values that need to be transmitted. E.g. Murcia City Hall should present a homogeneous image and “personality”, when being interacted with. But at this point in time, if a citizen were to follow the twitter profiles of five different municipal services/departments, this “personality” would be non-existent, the citizen would think of it as five different “people” i.e. five different city halls. (Or worse, one City Hall with a significant personality disorder).

Weaknesses (2) – Excess of accounts within channels

Murcia City Hall has too many social media accounts within the chosen channels; it is unpractical and incoherent as it is difficult for the end user to discern where to obtain the information or through which channels they will be “informed”, let alone discern which is the correct or most appropriate and therefore agile account to engage the municipal administration. There can (and should) be different accounts for different topic areas, but the limits, overlap and context have yet to be established.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

Weaknesses (3) - Slow growth

If the audience growth doesn't outpace the competition or the industry average, then the value of the social media audience likely depreciated (social media inflation). Different short-term tactics might result in more followers, but without historical and competitive context are less likely to convert "likes" into loyal followers. However, social media network based on quality content, shares, word-to-mouth, etc. is more prone to have a slower average growth. On the upside, it has a more loyal follower bases.

Opportunities (1) – Segmentation by accounts

As mentioned before, there can (and should) be different accounts for different topic areas. At this point the limits, overlap and context have yet to be established, which presents a clear opportunity to restructure, use segmentation approaches to create optimal channels and adjust their content to match the content the end-user seeks. There is an opportunity to harness this already existing network (or web) of too many accounts, and use it to strengthen and promote a more robust and less disperse structure of accounts, before deleting the remainder.

Opportunities (2) - Local Project

Seeing Murcia Smart City is a Local Project, opens up an exceptional opportunity in our communication effort. We are able to use the element of Identity and the sense of belonging to disseminate our message as it is closely related to these two items. The news value of local events will be perceived as more valuable, the initiatives listed, novelties implemented, participatory processes opened, etc. it all becomes "closer to home" and the Social Media Strategy will aim to exploit these "communication benefits".

Opportunities (3) – Unexploited App

As far as multidimensional communication, or three-dimensional communication as mentioned, goes the mobile App designed for Murcia, "Mimurcia", part of the Murcia Smart



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

City Project which has for an accompanying slogan “MiMurcia: Your Smart, Near, Open and Innovative City Hall”, is highly underexploited, it has very basic functions that could easily be expanded and provide a meaningful citizen engagement tool, the app currently offers (report imperfections in the public space, read and value municipal proposals, etc.). The opportunities are vast and ever increasing, which is why it should be a priority for City Hall to optimise the App and expands the possibilities for use.

Threats (1) – Information Saturation (overload)

Information overload” is one of the biggest frustrations for people nowadays, as it a huge risk in official communication, as for every “official” impact, social media and online channels provide citizens with hundreds of impacts, of similar or substitute information, or completely unrelated information which distracts our target audience. E-mail, YouTube, Facebook, Twitter, Instagram, even WhatsApp, mobile phones and tablets never stop nudging people, so a single impact of a message, is often lost in the mass. A survey by Reuters found that two-thirds of professionals think most of the information they receive is useless. As a communicator, your message should not be perceived that way.

Threats (2) – Spam, “Fake-news” and even Impersonation

Misleading or false information has long been a risk for any communication organisation, usually, the truth will prevail by balancing a free flow of information, but in any case causing real and sometimes irreversible damage. This is nothing new, we have long been exposed to propaganda, tabloid news, and satirical reporting. In the current day and age however, using online communication and social media by the “promotion of “trending”, not necessarily true or complete, stories, we partially ignore traditional media outlets. A single story posted on a personal or biased website can go viral and lead to additional content that gets distorted just like the results of a game of telephone. This can be used to manipulate with political or corporate gain in mind. (E.g. supposed involvement of Russia in the “Brexit-poll” and “U.S. Presidential Elections 2016”). Presenting a significant risk to people and companies, but also to governments, including municipalities.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

Threats (3) - Information stream

The information stream depends on innovation, events, projects, etc. which means there is no constant factor, one day or week there is a lot of interesting news, a lot of events, e.g., and the next the information “flow” dims down to a “trickle”. This threatens the continuity and relevance of the channel, although by providing careful planning and provision this “risk” is easily averted without reposting or spamming the followers. On the other hand there is an excess of information in general, it is simply impossible to communicate every single thing city hall does, so a selection should be made which serves the interests of the followers, prioritising the information displayed in the accounts according to their focus and needs. This also emphasises the absurdness of too specific channels, e.g. if one were to have specific accounts related to the spring festivities (one week), which would have a huge amount of information in just that week, and a moderate amount in the month building up to the event, whilst facing fierce competition as the previous week is Easter, the rest of the year it would just be another “dead” account, or an account doing completely unrelated and random posts.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

5. Values

From the communication point of view we have to define our City Hall's core values, both the transcending values, what the institution stands for and therefore wishes to communicate, and which all communication should reflect, as guidelines on how to add (a maximum of two) additional values and how to integrate them into all online communication, for a specific subsector, as well as articulating which tone to use. E.g. transparency would be a core value, which every aspect of city communication should display, whilst communication from the department of youth directed specifically to youth, could easily have an added value which could be "youthfulness", "colourfulness" or "joyous/happy", VS "accuracy", "supply data" or "visual representation" could be added values for the Statistics & Open Data Platform, as they, each in their own way, constitute values that are more inherent to the target audience.

The values preliminarily selected for Murcia City Hall, that should be present in all communication and messages:

- Reliable – we need to show our citizens Murcia City Hall is consistently working and providing quality services citizens can trust, citizens' problems are being addressed and solved diligently.
- Transparent – show Murcia City Hall is a government institution that has "nothing to hide" and that all actions, decisions and policy are fully see-through, there is no hidden agenda, no corruption and no "old-boys-network".
- Familiar – present Murcia City Hall as a well-acquainted entity "personality" which is close to its citizens, rather than a distant, cold, rigid or inaccessible institution.

The communication values have to be transformed into communicational behaviour, how to transmit the selected values through communication whilst using the predetermined tone, acting from the created personality. Once this is clear the communication channels can be chose, and although this can be done in many ways, the most straight-forward approach is using the most popular ones, we don't choose the tools our citizens use, and as any private company would say "you have to be where your (potential) clients are".



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

The personality can be obtained from keywords that best describe your “character”, think of City Hall as a person, how we want to be perceived by our audience?, how we want them to feel?. This can be achieved by making a large list of adjectives, that are related to the philosophy behind the core values we wish to transmit in our communication, which are Reliable, Transparent and Familiar.

Using a business branding approach (corporate techniques for branding tend to be more advanced than public sector “institutions as brands”) we can assign the keywords to brand personality archetypes (Geyrhalter). The three personality archetypes⁽²⁾ you have the most keywords associated with, are the personality traits your brand, identity, personality needs to fully represent in all of its visual and verbal communications, leading to the development of key-messages.

Archetypes: The Rebel, The Entertainer, The Seducer, The Caregiver, The Everyperson, The Innocent, The Ruler, The Sage, The Magician, The Hero, The Creator, The Explorer⁽²⁾

(1) The 12 branding Archetypes are included as annexe 1, which describes each archetype, its attributes, motto, strategy and in wich way the archetype can strengthen the brand’s/personality’s identity.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

6. Communication Channels

Facebook

The largest social media channel there is and “everyone” is on it. Facebook's layout encourages personal sharing, commenting and other forms of communication, without any technical knowledge of the Programme/Internet, nor is it limited to young people. As 73 percent of Internet users ages 30 to 49 have a Facebook account and 57 percent of users 50 to 64 have a Facebook account.

It enables forms of communication ranging from direct interpersonal exchanges through group discussions to the public broadcast of messages to an audience of unknown size facilitating both real-time and asynchronous communication, also Facebook users can mention others and be mentioned by others in their posts and tag-specific topics by hashtags. The difference with other channels, is the range of publicity and advertising options Facebook offers.

Twitter

Twitter is a social networking and microblogging service, enabling registered users to read and post short messages and has become a common resource for political communication among politicians, journalists, interest groups, and citizens in a multidirectional, multi-participant logic at a number of different levels of visibility and publicness, At the beginning of 2017, Twitter had reached 327 Monthly Active Users (MAU).

Just like Facebook it enables forms of communication ranging from direct interpersonal exchanges through group discussions to the public broadcast of messages to an audience of unknown size facilitating both real-time and asynchronous communication Twitter users can be mentioned by others in their posts and tag-specific topics by hashtags.

Instagram

With over 700 million monthly active users Instagram is an excellent tool for boosting traffic and engaging with audiences, and millennials spend a lot of time on Instagram, it all revolves around images and the way users tag them, with the possibility to post “live-stories-2 which



Ayuntamiento
de Murcia



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

disappears after 24 hours. People, businesses and celebrities use Instagram to tell their stories visually, connect with their fans, and build their brand

Broadcasting pictures tagged with a message and/or other users to an audience of unknown size facilitating both real-time and asynchronous communication

All three revolve around Liking, Commenting, Mentioning, Tagging and Direct Messaging



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

7. Communication Strategy

The communication strategy in turn is a dynamic approach to a constantly changing environment. Situations and circumstances vary and we are reactive to this changing setting. Based in the previously mentioned values, tone and channels, content is generated and transformed to represent the underlying personality. In this aspect coherence is of vital importance as the perception of multiple personalities (i.e. persons) would undermine the goal of creating a persona for the entity. Each new “message” that’s developed (e.g. next year’s spring festival, a specific campaign to encourage recycling, etc.) should adhere to the core philosophy, just like a person would. And finally, qualitative and quantitative data should be monitored to assess the effectiveness of generated content, and to double down on well-functioning engagement.

Before we get into the detail of the strategy, consider context and how to link it to the (city’s) strategy and strategic priorities. Setting all communication in a departmental context assessing audience, the product (City Hall its proceedings, activities and policy), the services provided, the initiative and corporate style, etc.

The more refined the target audience description, the more precise and effective the communication strategy will be. Broad audiences are likely to lead to a less successful communications campaign than a tightly defined target. The difficulty for Murcia City Hall (and any municipality for that matter) is the fact we tend to communicate for “everyone”. But we do need to consider the fact that, although all citizens have the same rights, they do not have the same needs, and the better we understand the specific target audience(s), the higher the probability of communications success, maintaining the balance with the values we wish to communicate inherently in all communication.

Another vital aspect is to identify key players willing to assume communication responsibilities within department, by choosing people compatible with the philosophy that has to be communicated, the necessary knowledge on the topics to be communicated on, and naturally sociable people, those that are sociable in an offline setting, as they know how human interaction works, are better at it, and having more developed interpersonal skills, tend to perform better in an online setting.

Success is defined by setting concrete goals and targets for future evaluations of the outcomes and measuring these outcomes.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

Local governments can formulate their social media policy in various forms but should always attend (1) policy purpose and end goals, (2) local government's objectives and expected results for social media, (3) an indication of approved social media channels/platforms, (4) establish which employees have what level of access and responsibility of posted content, (5) a manual with guidelines, (6) examples of the type of content to be generated and the tone to be set, (7) explanation of how social media is handled during crisis (institutional or emergencies) and by whom (possibility of takeover and centralisation by the institutional communication department).

As in any strategy or roadmap, we need objectives and benchmarks to be:

Relevant

We need to make sure the established objectives relate to the chosen direction and higher-level strategies and goals, they need to be in line with the municipal style, the current governance style and the Murcia City Strategy (Murcia 2020). Otherwise, the programmes to be implemented to achieve the strategy's objectives will not support organisational needs. In our case, as a public administration, non-financial objectives such as those relating to corporate image and user satisfaction are most important because they build and strengthen connections with our citizens and other stakeholders.

Specific and measurable

As vague targets will not help us determine what we need to accomplish and how, and will not allow for benchmarking nor effective evaluation of undertaken actions and the implementation of the strategy. E.g. wanting to achieve "growth" in the social media channels or in citizens reached is not enough, as we wish to be effective we need to indicate, in quantitative terms, what the strategy/ plan is being developed to achieve.

Time-defined

A clear agenda will be established with implementation dates and benchmarks, as well as continuous evaluation activities to adjust the timeline and revise objectives when necessary.



Ayuntamiento
de Murcia



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

The deadline for achieving the objective will include the different objectives that must be achieved, short-term, medium-term and “permanent” outcomes. As communication is never-ending and continuous, there is always a risk of setting an open-ended objective, which in essence is setting no objective at all, because the strategy would lack a schedule for showing results, and would not be accountable for results, which why benchmarking and clear objectives with end-dates are a priority.

Realistic

The strategy and objectives should be realistic to provide to keep organisational members motivated and not underperform or under deliver because of a lack of foresight, which is why we need to make sure Murcia City Hall’s objectives make sense in the context of realistic opportunities and threats, context and current situation, as well as a continuously changing digital panorama. We will need to be adaptive to technological change, emerging tendencies and the emergence of new or different social media channels.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

8. Action Plan

Goal

Improve City Hall's digital communication with its citizens by increasing the information they receive, personalise this information as much as possible and be available for engagement and dialogue, providing accurate and timely responses to citizens' questions and queries. And explain in a transparent way City Hall's role, history, governance, policy, finances and all services and activities available to citizens.

- increasing access to the Municipal Government
- disseminating to more citizens and stakeholders
- generate feedback on policy, activities and actions
- improving relations with citizens and stakeholders
- increasing credibility with citizens and stakeholders
- reducing information dissemination costs
- disseminating information and engage target groups
- strengthen the City brand via City (Hall) marketing;
- receiving input through creating a multi-level dialogue;
- improving access to City Hall and the services offered to citizens
- Counter Fake News and campaigns/content with inaccurate information

Actions

Phase One - Analysis

- P1.1 - Indexing of all existing Municipal Social Media Accounts and the person(s) responsible
- P1.2 - Indexing of all relevant existing Social Media Accounts of Municipal Services (outsourced) and the person(s) responsible
- P1.3 - Mapping of all Social Networks
- P1.4 - Division by thematic segments and analysis of overlap/missing topics
- P1.5 - Revision of all media tools available to City Hall (online and offline)



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

- P1.6 - Revision of the used Social Media Channels
- P1.7 - Revision of the audience's needs regarding the municipal App
- P1.8 - Revision of all services a "complete" app would offer the citizens

Phase Two - Preparation

- P2.1 - Identification of 3 relevant Archetypes, out of the 12 Branding Archetypes
- P2.2 - Define the tone of communication and the related character traits
- P2.3 - Establish Target Audiences through attributes related to the thematic segments
- P2.4 - Selection of social media channels
- P2.5 - Establish the Social Media Accounts that will direct all information toward citizens
- P2.6 - Assign responsible person(s) to each account

Phase Three – Roadmaps and Manuals

- P3.1 - Creation of a Guideline Manual for Murcia City Hall Online Communication
- P3.2 - Establish Communication/Marketing objectives
 - building brand image, awareness and preference
 - amplify follower-base
 - retaining existing followers
 - increasing citizen satisfaction with municipal communication
 - actively engaging citizens
 - other relationship objectives...
- P3.3 - Creation of a roadmap marking milestones to be accomplished
- P3.4 – Training on Social Media use for person(s) responsible for the accounts

Phase Four – Implementation, Evaluation and Excellence

- P4.1 - Implementation of the established Communication Strategy
- P4.2 - Continuous monitoring by an expert panel
- P4.3 - Benchmark and milestone evaluation
- P4.4 - Assessment of new and emerging relevant technologies and channels
- P4.5 - Suggestions for improvement at periodic intervals
- P4.6 - Create the bases for the 2020-2025 City Communication Strategy (document)



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

Regarding Content

Content marketing and positioning is increasingly important for reaching citizens, as in the current digital communication panorama, influencers, stakeholders, business, government, etc. all want their message to be heard and interacted with, engagement is key. So when you plan for content marketing, we need to think in terms of a campaign (rather than one-time posts) and establish the aforementioned personality, keeping our audience in mind and centring everything on citizens.

- We will use the following checklist for content marketing and positioning:
- What is the objective for this content marketing campaign, and how will results be measured?
- Who, specifically, is the target audience? Can this audience be reached via digital, social media and/or mobile marketing?
- What content is relevant to audience members, and when during the buying process would they be most interested in elements of this content?
- How can content marketing be used to enhance the brand's image, or for competitive advantage?
- Who will create the content, and how often will new content be made available?
- What kinds of content (such as images, video and/or text) are appropriate for the audience and the brand?
- How will the audience be directed to the content (via hashtags, keywords, advertising or links on other websites or media, for example)?
- How will the audience be invited to offer feedback about the content?



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

9. Funding

No additional funding will be required as Murcia City Hall has a Communications Department, and we consider all communication tasks inherent to the profiles that will be managed by different services, to be part of the inherent reporting, transformation of information and information supply the different services should provide on a regular base.

Material resources are already present as online communication can make use of present infrastructures, computers, laptops, tablets or mobile phones.

Oversight as such will be performed by the Communication and Participation Department, together with the European Programmes Department. Both departments have ample experience in communication as well as engaging and interacting with citizens, in an online and offline context as well as in different citizen participation and engagement processes (e.g. Urban DNA: Santa Eulalia and the Citizen Participation and Engagement Forum).

The trainings that are needed for person(s) responsible for the selected social media accounts will be handled directly by the personnel of the communications department and will be developed as well as taught in the regular working hours of the employees. On the other hand the person(s) that will attend the seminars from different departments and services, will do so in their working hours, as it will be part of a normal working day, and considered training.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

11. Risk Analysis

Risk Analysis for the IAP implementation

There are few, if not very few, risks associated with the proposed actions and schedule, as:

Implementation depends on the top down structure of the municipal government, and the political as well as technical commitment, politicians, heads of department and civil servants, have already embraced the need for more transparency and close, individual communication towards citizens. And it is in the best interest of all parties involved to learn more from the process and to connect more deeply with the citizens and their (perceived) concerns and needs, since it would lead to a more open, transparent, hands-on city hall, in direct contact with residents, leading to direct feedback.

The only real risk, which should not be underestimated because it deals with projects that embody the vanguard of innovation and modernization of the contact and communication with citizens in an online setting, is the delay in achieving deadlines of individual actions, since neither the private sector nor the public administration are exempt from delays in terms of established deadlines, no matter how much emphasis is placed on their compliance, in this case, as the proposed action plan spreads over different departments and municipal services, and is intrinsically linked their individual implementation of the established actions.

Our safeguard for this situation being that the results we are trying to achieve, even if they are not reached within the predefined timeframe across all sectors, can be obtained nevertheless. One of the logical outcomes will be that not all departments and municipal services will be equally rapid, efficient and effective. Therefore in a continuous evaluation process, not addressing city hall in its entirety, but systematically prioritising the most relevant channels and communication, whilst encouraging the laggards to adopt the actions and take example. Negligible risk considering there are elements of implementation considered long-term, which cannot be evaluated within the proposed time frame, and there will have to be modifications (dynamic process management) along the process.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

The Primary Risk for Governmental Communication in the Digital Communication Age

As we have mentioned and addressed before, in the SWOT-analysis under threats, official/government institutions cannot stop trolling nor fake news or attempts to information manipulation from happening, we can however be prepared to respond to a variety of foreseeable topics (as we know the municipal agenda) and minimize the risk and damage, regardless of the content. In this case preparation is key, much in the same way as “disaster plans.

Also, the municipal government as a local institution and local government, should always combat negative press, regardless of its validity or legitimacy, by constructing a response, and making sure key members of government are prepared and practiced to speak to (official) media outlets, and that they are able to communicate and transfer a consistent, high quality, message. In this aspect it is of vital importance that City Hall does not repeat nor acknowledging the content of the trolling , fake news or attempts to information manipulation.

Misinformation tactics are here to stay, and there may be significant repercussions if the fake news incites a riot, public uproar, financial loss, or affects government operations, activities and elections.

As the public adapts, it is important for communication responses addressing the issue to be mindful of the impact of any negative responses. The word “fake” is already a negative term, as are misinformation, manipulation and trolling, and by using more negative expressions, words or tone in a “response”, in an attempt to set the record straight, there is a considerable risk it would reinforce the incorrect message, leading to the further misinterpretation, adding to the “crisis” and lead inevitably to even more unnecessary risks.

This also accounts for “complaint posts”, employed as trolling or bashing. On social media there are eight times more complaint posts today than they were two years ago. And although we need listen to complaints very carefully, and it is absolutely necessary to respond to negative comments, because we are reaching a point where, if you do not respond to criticism (even if it is trolling or bashing) you are not being seen as an authentic type of brand, institution or valid intermediary.



Murcia Interactive Cities – 2018.S1 Final Progress Report

2018 Biannual Progress Report (January-August) – Annexe Four: IAP

This is why, by responding to negative comments, brands (remember our institution is in fact a personality and a brand) have an opportunity to engage stakeholders, minimise the risks and downside, and also to demonstrate commitment to transparency, satisfaction and positive values.

Which is why experts suggest preparing for negative posts in the following ways, adapting them to the municipal context:

Have a plan. Negative comments are inevitable. Decide who in your organisation should be responsible for researching problems to find solutions and who should be responsible for posting responses to negative posts.

- Post calmly and quickly. Acknowledge the complaint in your initial response. And even if your post explains that you're working on the problem, you should respond quickly and respectfully to show that you're listening and care enough about your citizens and their satisfaction to follow through. If you wait, negative comments may gain momentum.
- Engage. Determine whether the comment is an isolated incident or might be part of a larger problem. Consider asking the person to provide details (privately) so the situation can be investigated. And don't forget to express appreciation for customers' input.
- Be sincere. Offer a sincere apology when appropriate. Show that your institution gives all comments, negative and positive, serious consideration. Every company, institution, NGO, person, ... has the ability and opportunity to improve, and each and every one of them should learn from mistakes.
- Post again. Post about solving the problem in the same social media platform as the original complaint. You'll earn respect and you may even win more followers.