



# Computing Services Communications Strategy

How we develop our staff to be  
“enthusiastic (digital) communicators”

## Document Information

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## Introduction

This Computing Services Communications Strategy is designed to support both the strategic aims of the Department and of the University as a whole.

The vision of Computing Services is:

**We will deliver Information Technology Services and Expertise that demonstrably enhance the efficiency and effectiveness of all members of the University of Bath community.**

**We are committed to enabling staff and students of the University of Bath to excel in their chosen field.**

**We will be acknowledged as a sector leader in the service-led delivery of Information Technology.**

The main aims of the department are:

1. To deliver a comprehensive set of robust IT services to staff, students and all other members of the University of Bath community, in a cost effective manner.
2. To operate with openness and transparent governance, while controlling the University's IS/IT Risk exposure.
3. To place people and creativity at the centre of Computing Services thinking.
4. To actively promote Value for Money considerations and business value.
5. To support the University as a vibrant business, and to act as a responsible business partner to all our colleague departments in the university.
6. To anticipate and respond to student user requirements, and thus enhance their experience within the University of Bath.
7. To provide the tools that enable effective communication within and beyond the University community.
8. To facilitate and support Academic Research and Innovation initiatives.
9. To provide services to the University within an appropriately secure IT environment.
10. To maximise the environmental sustainability of IS & IT at the University.

## Objective

To deliver an effective communications framework that provides guidance leading to clear and informative internal and external communications.

## Goals

This communications strategy will show how effective communication can:

- help us achieve our overall organisational objectives
- engage effectively with both internal and external stakeholders in a clear, open and consistent way
- demonstrate the success of our work in order to encourage us to strive towards greater success
- ensure stakeholders understand what we do and the benefits of the services we offer
- ensure our departmental staff are informed
- ensure that Computing Services displays a unified and welcoming brand

## Our current situation

We wish to build on the previous work that has already been carried out towards our goal. Further details can be found in the Operational Plan.

## Strategic approach

Delivery of the Computing Services Strategy requires effective and engaging communication both internally within the department and externally within the University and wider community.

Having an effective communications strategy will build the trust of our external stakeholders and enable our staff to believe in what we do and understand how their role contributes to the overall departmental strategy and vision.

Therefore, the aim of the Computing Services Communications Strategy is:

To create honest, open and engaging communications to support Computing Services in order to achieve its departmental vision, mission and aims.

Implementing this strategy effectively means that Computing Services will continue to be trusted by our customers and will enable us to build on our reputation.

All communications should be measured and considered, so should be in possession of as much of the facts as is possible before delivery.

Our communications strategy will support the aims of the Computing Services Strategy 2013-18 in the following ways:

Computing Services Strategy	Communications Strategy
Computing Services will facilitate customer self-support.	Provide timely, signposted IT information in the correct format and location.
To deliver a comprehensive set of robust IT services to staff, students and all other members of the University of Bath community, in a cost effective manner.	Provide information on performance of Computing Services in response to customer requirements.
Computing Services will publish its compliance with key performance indicators for availability of core services.	Be transparent about service availability and performance
Computing Services will enhance the IT literacy of staff and students.	Proactively market the service and on-going support that we offer.
Computing Services will be an exemplar of internal communication. Computing Services will be recognised as a great place to work.	Continually work to improve internal communication within Computing Services.
To actively promote Value for Money considerations and business value.	Promote our services and their continuous development to students, current and potential
Computing Services will be acknowledged as a sector leader in the service-led delivery of Information Technology.	Provide and maintain a consistent, high quality brand

We hope to achieve clear, honest and transparent communication by using this strategic approach.

## Our stakeholders

Our main audiences are:

- University staff
- Undergraduate and postgraduate students
- Potential staff
- Potential students and their parents.
- Applicants
- Alumni
- Computing Services staff
- Visitors using services provided by Computing Services
- Conference and other guests
- Supported partner organisations (e.g. The Holburne Museum, Students' Union)
- Local community
- Distance learners
- Trade bodies
- Contractors
- Consultants

## How will we get there

We will carry out a number of programmes, projects and Continual Service Improvement initiatives to enable us to work towards the Computing Services and Communications aims and objectives. This is detailed in the Operational Plan.

## Governance

The University Council is the governing body of the University and is responsible for the strategic development and overall performance of the University's business. The University Strategy outlines the priorities for the University as a whole.

The Computing Services IT strategy is the responsibility of the Computing Services Director, reporting to the Vice President (Implementation).

This Communications Strategy feeds in to, and supports, both the IT and University strategies.

## Measuring success

We need to ensure Computing Services communications work is evidence based and meets the needs of our key audiences. We need to continually evaluate and measure our activity and progress. A defined set of performance metrics will be developed and demonstrated in the Communications Operational Plan.

These will include:

- Analytics to measure the effectiveness of our website
- Analytics to measure the effectiveness of our social media platforms (including blogs and Twitter)
- Analysis of support tickets received and the difference in volume
- Analysis of staff survey results
- Feedback from our stakeholders by informal and formal surveys
- Customer satisfaction surveys
- Analytics of usage of ITSM tool (including incident management, knowledgebase and major incident functionality, etc.)
- Campaign tracking to analyse the effectiveness and engagement of our email communication
- Analysis of usage of particular services as a result of communication surrounding it

## Analysis of our communications potential

When implementing this strategy, we need to be aware of the following:

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Strong internal communications</li> <li>Strong external communications</li> <li>Consistent brand</li> <li>Good relationships with our stakeholders</li> <li>Clear organisational strategy</li> <li>Improved trust</li> <li>Consistent communication</li> <li>Good rates of satisfaction with our services</li> <li>Variety of channels allowing targeted communication</li> <li>Timely communication</li> <li>Good quality multimedia content</li> <li>Honest and open communications</li> <li>Communication of changes affecting customers</li> <li>Proactive communication to new students</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>Responsiveness of our communications (particularly social media)</li> <li>Negative impact if services are unavailable and not communicated in a timely manner</li> <li>Negative impact if service outages are not followed up with a review</li> <li>Lack of information about why we are doing something</li> <li>Lack of consistency in information given to new staff</li> <li>Lack of communication due to siloed working within the department</li> <li>Difficulty getting engagement from our stakeholders (particularly students)</li> <li>Negative image of the department as we do not celebrate our achievements and successes</li> <li>Lack of direction regarding the reasons why we communicate</li> <li>Lack of impact measurement</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Strengthening of brand recognition</li> <li>Raise awareness of our performance</li> <li>Engage our customers to communicate with us</li> <li>To be recognised as the leader in communications within the University and the sector as a whole</li> <li>Further channels of communication (e.g. digital signage)</li> <li>Advertising other services during IT training</li> <li>Creation of a framework for a consistent communications style and approach</li> <li>Empower users to self-help (which will help release resource elsewhere)</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Departmental/University funding may have an impact on resources</li> <li>Lack of, or patchy, engagement within the department</li> <li>Uninteresting or uninspiring communications</li> <li>Unnecessary communication creating “noise”</li> <li>We remain invisible until something goes wrong</li> <li>Lack of joined up communication between teams</li> <li>Too many sources of information creating confusion</li> <li>Damage to University and/or departmental reputation if communication goes wrong</li> </ul>