

SITIP | SCOTLAND'S TOWNS PARTNERSHIP

DIGITAL DUN00N
A DIGITAL TOWNS PILOT PROGRAMME

REAL
TOWNS

By the Team From
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1. Dunoon's Application

1.1 Describe your organisation.

The Scottish Regeneration Forum on behalf of the Think Dunoon Alliance for Action.

In October 2014 HIE commissioned SURF to conduct a feasibility study into establishing an Alliance in Dunoon. A steering group was established and in 2016 a community-managed Charrette provided a series of actions which the community is now considering.

SURF continues to facilitate the Alliance for Action and has the support of HIE, Argyll and Bute Council and PA23, the local bid. In conjunction with the community, SURF will manage this process

1.2 What is the vision for your town, neighbourhood or BID, and what is the role of digital infrastructure, technologies or skills in achieving this?

Dunoon has many challenges amongst them are the fact that despite being part of the mainland Dunoon can appear remote, isolated and old fashioned. Dunoon struggles to attract and retain visitors, entrepreneurs and young people. Dunoon's

2027 vision is of a town which is both a real destination and the Town Centre for Cowal, renowned for attracting people to start up business and be creative.

To achieve this Dunoon requires a digital presence and infrastructure which gives it a competitive advantage

1.3 Describe your project and what it is that are you trying to achieve (investment and outcomes)

One of the Charrette's objectives is "Inclusive Dunoon – Creating an inclusive town centre with accessible services and digital connections for all"

To achieve this there are 4 main ambitions.

1. There are several websites in Dunoon but no simple web presence for the town arguably holding back its development for tourism development. Outcome; To coordinate the Digital presence for Dunoon.
2. Shop Local – Shop Doctor: Outcome; A curated directory of local businesses & services Web based directory of local services, development of Wi-Fi apps and the creation of a digital brand.
3. Growing the digital economy: Outcome; Support for local business and service in developing their use of digital technologies
4. Town wide Wi-Fi: Outcome; Dunoon is seen as a proactive location connected and open

1.4 What partnership exists and how will this Digital Investment align?

There are partnerships in Dunoon which will support this initiative. The Dunoon Bid has been consulted and the Alliance for Action steering group (involving the Community, the Business Community and supported by the Council and HIE) exists to help coordinate activities across Dunoon and Cowal.

There is clear alignment between the aims of this project and the Think Dunoon Alliance.

The Think Dunoon Charrette, itself a significant Community Consultation process identifies the aims identified for this project

1.5 What specific support, advice or help do you need?

The Support required is

1. Advice on the methodology of combining the existing websites in way which facilitates the creation of a 1 stop approach for Dunoon, increasing it web presence
2. Design of a digital brand for Dunoon and training for local business on the development of Apps and other options
3. General support for business, services and 3rd sector organisations in uprating their digital skills
4. Identification of the requirements for town wide wifi.

1.6 How does your approach reflect the advice contained within the Digital Guidance for Towns and the 6 Design Stages within the Public Wireless Programme?

The project is consistent with the advice. Dunoon's regeneration is a specific element within the Community Plan. The Argyll Economic Forum highlights Digital connectivity as a barrier to growth. The Community identified this issue in the Charrette and can be described as an element of the user experience.

The project attempts to take a holistic approach to the way in which digital can be used for community regeneration.

1.7 How does your approach deal with (i) Skills, (ii) Participation and (iii) Digital Inclusion?

The approach uses the Charrette and the Alliance for Action as the framework within which the project will be developed. The UHI Dunoon campus will be involved in developing the Skills agenda. Participation is a cornerstone of the Alliance approach. For example, the active participation of the schools was a key component in the Charrette and will continue. Other groups working with disadvantaged groups are also part of the alliance and would be involved.

1.8 Where will the activity as part of your digital approach take place?

The key focus for the activity will be in and around Dunoon, Argyll.

2. Findings & Recommendations

2.1 What was the Digital Project?

Provide a summary of the issue, basically a summary of the application, refined between client and Ambassador.

Shaun Fagan, the Scotland's Towns Partnership appointed digital ambassador (from Real Towns) met with representatives from Dunoon on Monday 27 November 2017.

Present were:

- Brian MacDonald
- Ailsa Close
- Faye Tudor
- Hannah Clinch
- Marilyn Riely
- Helen Dick
- Colin Moulson

The main topics discussed at the meeting centred around the following two themes:

1. The issue of Dunoon having a fragmented digital presence – i.e. multiple websites and social media accounts - and the subsequent desire to bring these together under a new unified, coordinated town brand and identity.
2. How to improve the town's digital presence in order to support and further the town's business, tourism and wider community interests.

The previously flagged issue of free town centre wifi was discussed. Because of the strong connectivity already available across the town via excellent broadband and 4G mobile data coverage, however, this was deemed less of a priority than the preceding points 1. and 2.

The question of digital skills training could potentially be addressed as part of a broader, more comprehensive town-wide digital strategy, as outlined below.

2.2 What advice or solution was provided?

We have taken the discussion points and feedback from the meeting and, where deemed appropriate, supplemented them with additional information we feel is relevant to the goal of supporting the two main objectives. In short, we've constructed a simple digital strategy covering all the strands we feel Dunoon should be considering when advancing its digital placemaking ambitions. We believe this approach will support not only Dunoon's immediate short-term objectives, but the longer term digital aspirations too.

A digital strategy for Dunoon should include the following:

a. Holistic and inclusive approach.

Digital Dunoon's project focus is the town in its entirety and should be positioned accordingly. Digital Dunoon is a conduit and portal for all things Dunoon. The platform should support the town's business, tourism and wider community needs. The town as-a-whole is the product – the sum of its people, trade, history, heritage, traditions and culture. Combined, these elements create a unique offering which can be presented in a variety of ways.

Digital Dunoon will be the primary vehicle for attracting new businesses, relocating workers, families and visitors. The platform can be used as a means of bolstering and strengthening the local community. Implementation of the project also needs to keep a digital focus, being mindful of using technology wherever possible - e.g. the use of digital collaboration tools to aid communication, teamwork and project delivery.

b. Branding and identity

The current digital presentation of the town is incomplete, inconsistent and fragmented. As such, it fails to capture the essence of the town and highlight its best assets in an effective way.

As part of a new inclusive, holistic approach, a fresh identity and branding are needed to support all the different elements and stakeholders within the town. Online branding will be critical in helping to shift negative and underwhelming perceptions of Dunoon.

c. Stakeholders

Identification: Who are the organisations, institutions, groups and people that need to be invited to participate and contribute? Remember this is an inclusive model which needs to harness the full range of local energy and participation to be effective.

Engagement: OK, we know who we'd like to be part of the project, but do they understand why? How do we sell the project to the different parties, each of whom may have their own agenda or objectives? Once on board, how do we communicate, operate and work together and do so efficiently? How do we keep everyone happy and better still, supporting and promoting each other for the good of the town?

Training/mentoring: What are the digital training and skills requirements of the various stakeholders and how can these be addressed through the project, potentially internally as well as via external agencies?

Once the various questions have been asked and satisfactorily answered, work can begin on building the brand.

d. Digital champions

Identification: From the above stakeholder work stream we'd expect to begin to find individuals who may be suitable to take up roles as digital champions or advocates. These people don't have to be digitally skilled themselves - more important is a passion for the project and having good relationships across the community.

Engagement: How do we work with these champions in an efficient and effective way? How do we support them and collaborate in a way that reduces stress on the project and champion?

Training/mentoring: As previously mentioned, the champion's role is to promote and sell the interests of a Digital Dunoon across the community. If training and assistance is required, how is this facilitated and by whom?

These questions can be worked through and negotiated as part of the digital strategy.

e. Storytelling strategy

How is digital content curated, managed, published and analysed in a way that supports all the project's objectives? Who is involved and what processes will be needed?

Website: A single site serving and supporting three different audiences in parallel. Visitors to the website are funnelled into areas of the website matching their interest i.e. business owner, tourist/visitor to the town or local resident.

➤ **Business:** Features like:

- Google My Business listings
- Google 360 tours
- Google town map

- **Tourism:** Promotion of all Dunoon has to offer to different visitor markets.
- **Community:** Support for the functioning and aims of different town groups, charities and not-for-profit organisations.

SEO and keyword optimisation: To assist with search visibility.

AdWords campaigns (optional).

f. Social media strategy

Digital Dunoon branded social media channels and content: All generated and published to support the town's objectives.

Channels typically included: Facebook, Instagram, Twitter, LinkedIn, Google+, YouTube, Pinterest, Snapchat.

Paid social campaigns (optional).

Email marketing/communications: Both internal and external.

g. Apps

Apps are particularly useful in supporting and developing a town's heritage, tradition and tourism interests, both remotely and in situ in across the town and wider region.

These include curated walking tour apps, speciality themed apps, shop local and treasure hunt apps.

h. Digital skills strategy

Key stakeholders and community participants need the right tools and training to use and develop the town's digital platform. A plan is necessary to ensure essential skills and ongoing support are provided for:

- Business.
- Community.
- Dunoon's digital champions/place managers.

i. Infrastructure

This strategy will be useful in informing additional digital projects in the future such as:

- Public wi-fi and push marketing.
- Footfall data and tracking.
- Mobile data opportunities.
- High street and town centre 'smart tech'.

j. Monitoring, measurement and reporting

Appropriate targets should form part of any digital strategy. After they are crafted and agreed, regular assessment and modification will be needed to keep the project on track.

2.3 What is the indicative cost and detail of the technical solution deployed or advised and how can this be monetised and sustained?

Certain elements of the above digital strategy are easier to cost than others. The design and build of a website, for example, can be viewed as a type of product. Costing the creation, curation and management of its ongoing content is more variable, however, depending on factors and possible approaches not yet determined. We have therefore provided indicative costing information, based on a Real Towns consultancy day rate, where no obvious product type estimate is available. We have also included estimated delivery timeframes.

Item	Estimated Cost	Likely Delivery Timeframes
Design of new digital Dunoon branding and identity	From £1000	3 months
Design of a new single digital Dunoon website - serving and supporting business, tourism and community needs	From £3000	3 months
SEO and key phrase optimisation	From £300 per month	1 day a month
AdWords campaigns (optional)	TBC (dependent on project's objectives)	TBC (dependent on project's objectives)
Email marketing and communications set up, using MailChimp or similar	£300 per branded email template	1 month
Apps. For promoting the town's heritage and tourism projects	Individual heritage or tourism touring apps from £1000	3 months per tour
Support for adoption of a holistic and inclusive digital approach including: <ul style="list-style-type: none"> Stakeholder identification, engagement and training Digital champions. Identification, engagement and training Support for a digital skills strategy 	£300 per day	1 day a week for 12 months

<ul style="list-style-type: none"> • Support for project monitoring, measurement and reporting 		
Ongoing support with digital content (web, email and social media) management	£300 per day	1 day a week for 12 months

2.4 What digital skills and participation activities were proposed?

Please see section 2.2 above for detail.

2.5 What could others learn from this?

- The genuine value of a digital strategy.
- The benefits and positive outcomes of a holistic, town-wide, inclusive approach.
- The importance of online accessibility and perception.
- The effectiveness of strong town branding and digital identity.
- It's not rocket science!
- Start small, keep it simple, learn how to use the basic tools you need.
- Grow in earnest once you've built a solid base.
- Use technology to support the town-wide community.
- Public wi-fi alone does NOT mean you're now a digital town 😊
- Unless you're a large town or city, wi-fi is becoming less important in digital place-making and place-marketing.
- Don't underestimate the benefits to be had from enabling communities to help themselves (particularly key in Scotland).
- Most towns have lots of stakeholders ready and willing to help. It's a question of knowing how to bring them together, keep them together and channel their energy.

2.6 Short summary of feedback from the client

Was this service valuable, did it deliver to their expectations?

“Personally, I think the principle of advancing the community communication infrastructure through the development of a Dunoon based website is long overdue. There is a tendency to over emphasis the needs of tourists in this area, without recognizing that strong, connected local community will attract tourists anyway. If a website can consider the community needs, particularly highlight some of the small organisations who don't have much capacity for marketing and advertising and emphasis

the opportunities that exist here for local people, I think the tourists will come, not least because a good website, with great content, will rank well on google.”

Hannah Clinch, member of the Dunoon digital town forum.

2.7 Conclusion

We believe digital placemaking is best served when it is delivered locally, by local people and local organisations, wherever and whenever possible. The approach outlined above in sections 2.2. and 2.3. would hopefully be supported by as many local individuals, businesses and organisations as is feasible. For example, if it was decided that a new website is required it would be hoped (and encouraged) that a local web design company could be engaged for the design and build. This could be true for many of the digital elements described above.

The role of any consultancy services would be to help with the set up of the project and to advise as to how the various components could be constructed, delivered, managed and sustained locally so that, after a period of time, the project becomes self-sustaining and enduring and is no longer dependent on any external resources.