

A background image showing a parade float with large, pink, bird-like heads (possibly swans or pelicans) holding a string of white cubes. A person in a black jacket is visible in the background, holding a phone to take a photo. The scene is outdoors with trees and a building in the background.

Communications *Strategy* 2025 – 2030



This document is available in alternative formats upon request.



City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

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Welcome

In today's fast-moving and digitally connected world, effective communication is not just important—it's essential. As one of the fastest growing communities in the State, the City of Kwinana is home to a diverse and vibrant population with ever-evolving needs and expectations. To keep pace, we must continuously adapt how we communicate, ensuring our messages are clear, accessible, and relevant.

The role of local government is not only to deliver services, but to build trust, foster inclusion, and strengthen community connection. To do this well, communication must be at the heart of everything we do. It shapes how our community understands what we offer, how they engage with us, and how they see their place within our City.

We recognise that the modern communications landscape is more dynamic than ever. Competing messages, multiple platforms, and rapidly changing technology mean we must be smarter, faster, and more targeted. Our challenge is to cut through the noise and connect meaningfully—with the right people, at the right time, in the right way.

For many residents, information still comes through brochures or posters, but for most, it's through a screen—on-demand, mobile-friendly and personalised. That's why we're committed to delivering communications that meet people where they are—whether online or in person, in traditional formats or on emerging platforms.

This strategy outlines how we will use modern tools, innovative thinking, and inclusive practices to ensure the City's voice is heard and understood. More importantly, it sets the tone for two-way conversations—creating space for our community to not only receive information, but to participate, share and shape the future of our City.

Together, we hope to build a more connected and informed Kwinana.

Wayne Jack

City of Kwinana Chief Executive Officer



Executive Summary

Kwinana is undergoing rapid transformation. In the past decade, the City has welcomed more than 20,000 new residents and seen its community become increasingly diverse—with the highest proportion of Aboriginal and Torres Strait Islander people in metropolitan Perth, and a quarter of all residents speaking a language other than English at home.

At the same time, how people access and engage with information has fundamentally shifted. Traditional communication methods are no longer as effective, and community expectations have risen for personalised, timely, and inclusive content across digital channels.

As a result, the City of Kwinana must evolve its approach to communication. The City is uniquely positioned as a trusted local voice and curator of content, playing a key role in informing, connecting, and inspiring its community. To fully realise this role, the City needs to ensure adequate resourcing to support content curation and increase its focus on data capture of both audiences and channels. These insights, coupled with content that tells a compelling story will support the successful delivery of communications and help to inform decisions and drive change in the City's communications

The Kwinana Industrial Area forms a key component of the City, and with an increasing focus on its future expansion, will be of interest to residents, the community and wider industry. The City plays an important role in both being an advocate for the community and residents and building relationships with key stakeholders to help drive the future potential of the area. Showing the balance between these roles is essential and needs to be clearly portrayed as such through various communications.

This strategy will ensure the City of Kwinana becomes a more trusted, accessible, and engaging communicator — strengthening civic pride, increasing service awareness, and improving community wellbeing through informed connection.

It will enable the City to deliver content that reflects the community's cultural richness, supports transparency and accountability, and builds positive relationships across residential, business, and industrial audiences.

Over the next five years, this strategy will guide the City to close communication gaps, enhance accessibility, and elevate the Kwinana brand—ensuring residents, businesses, and stakeholders feel informed, included, and proud to be part of the City's future.

Overview

Purpose

To ensure the City of Kwinana communicates clearly, consistently, and inclusively—building trust, promoting engagement, and strengthening civic pride through timely, transparent, and accessible communication that connects with every part of our diverse community.

Strategic Vision

To foster a proud, connected, and empowered Kwinana where innovative and inclusive communication strengthens local identity, encourages participation, and ensures our community understands, values, and accesses the full range of City services.

Core Objectives

1. **Build Trust and Transparency** – Deliver timely, accurate, and open communications that clearly explain decisions and policies.
2. **Enhance Engagement** – Foster meaningful two-way dialogue using data-led insights and responsive digital tools.
3. **Ensure Accessibility and Inclusion** – Provide content that is accessible to all, including multilingual, non-digital, and low-literacy audiences.
4. **Strengthen Community Identity** – Promote stories of local people, places, and pride to enhance connection and shared belonging.
5. **Elevate the City's Brand** – Position Kwinana as innovative, service-focused, and future-ready—boosting reputation and investment appeal.

Communications Priorities

1. City works, maintenance and development
2. Events, programs and workshops being held in the City
3. Waste, recycling, sustainability and environmental
4. Community safety, ranger service and security news and initiatives
5. Rates, City budgets and finances

Key Pillars of Communication

- Essential Updates – Service changes, rates, emergencies.
- Future Kwinana – Projects, growth, sustainability.
- Our Kwinana – Community achievements and voices.
- Connected Community – Local events, social inclusion.

Guiding Principles

- Clear and Simple – Plain English and visual clarity.
- Audience-Driven – Right message, right platform.
- Story-Led – Content that informs, connects, and inspires.
- Consistent Voice – Cohesive brand tone across all materials.
- Responsive – Encourages interaction and feedback.

Channels and Tactics

- Digital – Social media, website, eNews, video.
- Traditional – Print materials, posters, local media.
- Internal – Intranet, Town Halls, CEO updates.
- Campaigns – “Connecting with Your Council”, “Your City Services”, “Report It 24/7”.

Measurement and Success

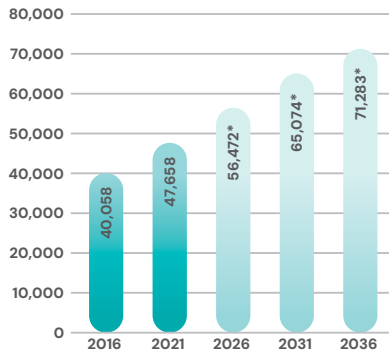
- Campaign analytics, media coverage, and subscriber growth
- KPIs aligned with value and impact—not just volume



Our Community Profile

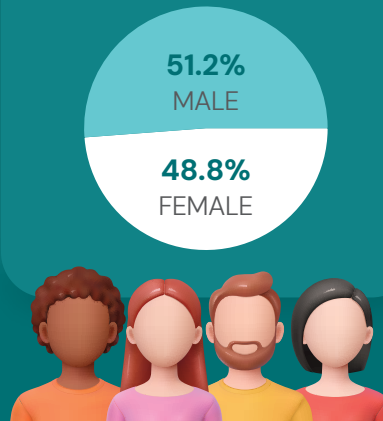
Data obtained from ABS 2021 Census, and Forecast.id population forecast.

Population

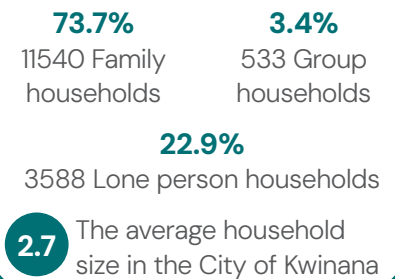


*estimate

People



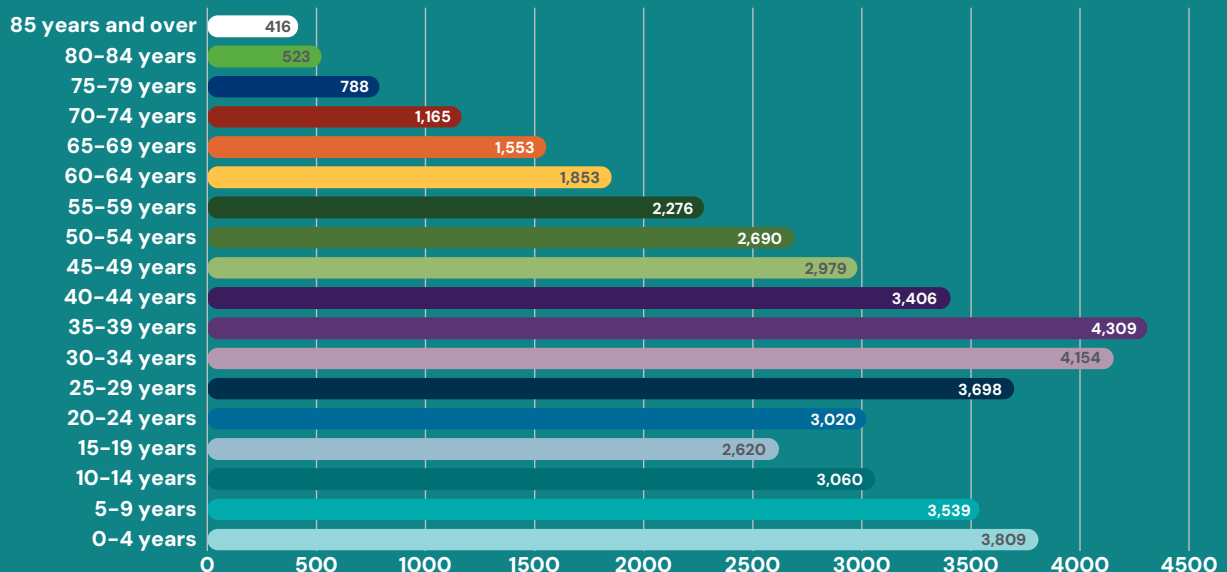
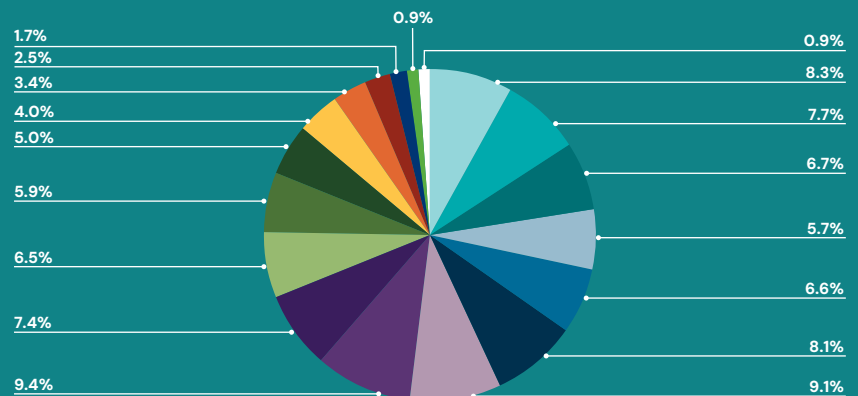
Housing



Age

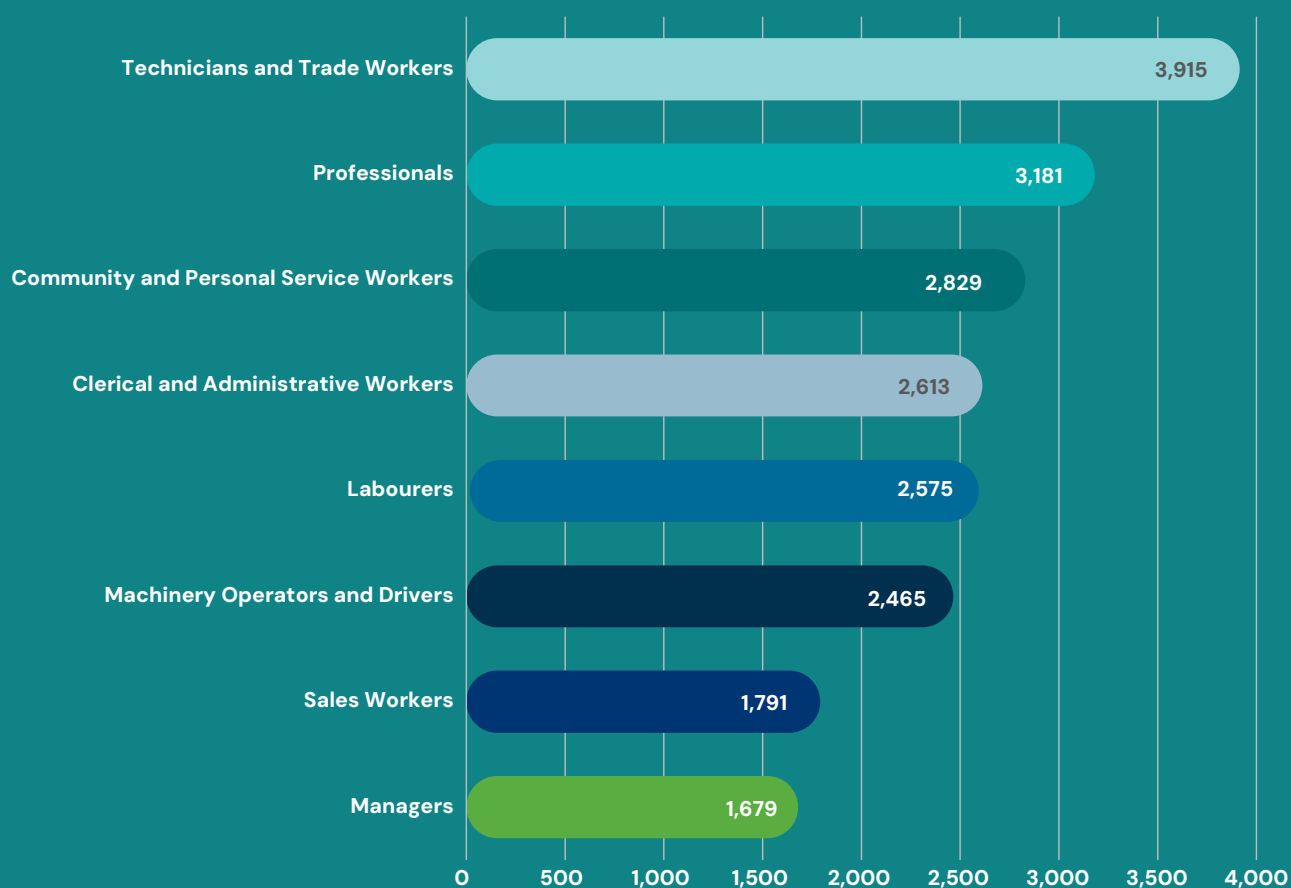
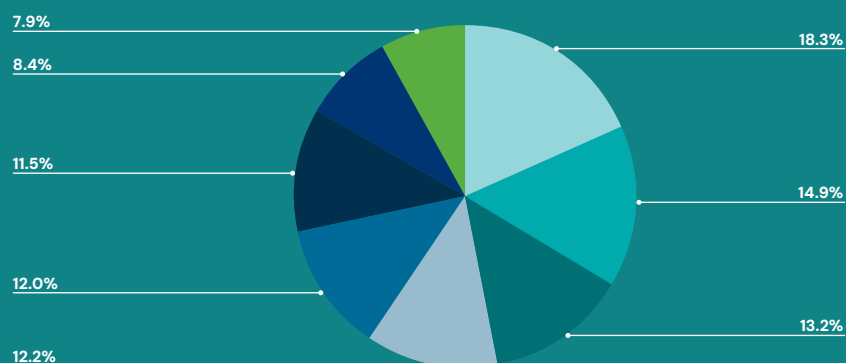
33

The median age in Kwinana (years)





Occupation



Country of Birth



39.6%

City of Kwinana residents born overseas

2,917
England

2,700
Philippines

2,047
New Zealand

1,782
India

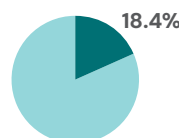
736
South Africa

Education

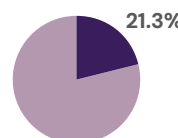


18.4%

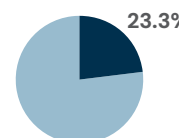
People in the City of Kwinana with a tertiary education



Kwinana



WA



Australia

Strategic Alignment

Communication underpins the delivery of all council services, ensuring that our aspirations, objectives, and strategies are clearly understood by local people, our staff, our partners, the business community and a range of other stakeholders.

This Plan sets out how the City's delivery of the objectives set out in the City's

Strategic Community Plan 2025–2035 and the Corporate Business Plan 2025–2029.

It recognises the importance of effectively promoting the City of Kwinana and its unique offering, as well as strengthening the promotion of the City as a place of interest for residents and industry. Additionally, it aims to build credibility for the diverse range of products and services the City provides.

This plan also aligns with the principles established within the City's Customer Experience Plan, which endeavours to progress the City along the customer experience maturity module and create a fully customer-centric culture within the City.

Our Vision

The City's vision statement succinctly represents the community's aspirations for the future and is derived from the community visioning priorities. It is about where the Kwinana community wants to be in ten years and captures the essence of what it will be like to live in Kwinana at that time.

City of Kwinana vision:

A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.

*Ngaking djinaniny bo koorling kwopidak ngalak moorditj moortung.
Ngan djoorapiny ngalang djerp djerp Kwinana nidja ngalla mia mia.*

Building on this, the City's vision for its communication is:

To foster a proud, connected, and empowered Kwinana where innovative and inclusive communication strengthens local identity, encourages participation, and ensures our community understands, values, and accesses the full range of City services.

Community Consultation and Research

The City undertakes a bi-annual community wellbeing and perception survey to gauge how well it is performing, or is perceived to be performing, in relation to the delivery of its products and services.

A number of questions within the survey address communications outcomes and demonstrate a range of results (see: Table 1). Overall, the City is well-placed, with the results demonstrating that the City is generally matching or exceeding the industry average in each of the categories.

Table 1.

	2020	2022	2024	Industry Average
The City has developed and communicated a clear vision.	44	28	31	27
How the community is consulted about local issues.	48	43	40	39
How the community is informed about what is happening in the local area.	62	47	44	44
The City clearly explains the reasons for its decisions and how residents views have been taken into account.	33	20	22	21
How open and transparent Council processes are.	50	46	42	40
City's website	62	56	55	55
City's newsletter	64	60	59	59
City's social media presence	58	57	55	52
City's eNewsletters	n/a	55	55	55
Customer Service	63	60	60	55

In early 2024, the City also undertook a survey to understand community communications preferences in details. The survey highlighted a number of valuable insights including high levels of comfort in using digital technology by residents of all ages, while there was still a desire for some non-digital channels, particularly in older demographics. This highlights the importance of providing a multi-channel approach to communication activities that enables residents to consume information in the way that best suits them.

Happy with the amount and variety of communication I receive.

Emails tell me about my rates and other important information without harassing me with too many emails.

Regular consistent emails regarding community events, programs and concerns within the community.

I can always find information I am looking for an I appreciate being updated on all the family events available at the library and other places

The City of Kwinana are very prompt at returning calls, emails. Always very helpful.

CoK have been very efficient in their efforts to communicate what has been happening through various media.

I get answers when i need them, they let the community know what is happening. They provide really good facilities. They provide free exercise classes. They appears to be very community focussed.

There is always up to date information in my mailbox about local events.



Below are some of the key finding from that research:

89 per cent of residents recall seeing communications from the City in the past 12 months

63 per cent of respondents reported being satisfied with the City's communications

Compared to other Local Governments, satisfaction with the City of Kwinana's communications rated much higher.

The City's facebook page and website are the most common channels for receiving communication, with around 2 in 4 having used these channels in the past 12 months (see figure 1).

More than 3 in 5 community members agree that the information shared is presented in a suitable format, easy to understand and useful.

Regular updates and being kept informed was the primary reason for satisfaction with the City's communications.

Community members top five communications preferences included three digital options and three direct, traditional based methods (see Figure 2).

Digital channels are most preferred for all age groups.

City works, maintenance and developments is the most preferred communications topic for the City to communicate on while council meetings and local government elections are the least preferred as a mass communication topic. (see Figure 3).

Figure 1. Top 5 communications sources

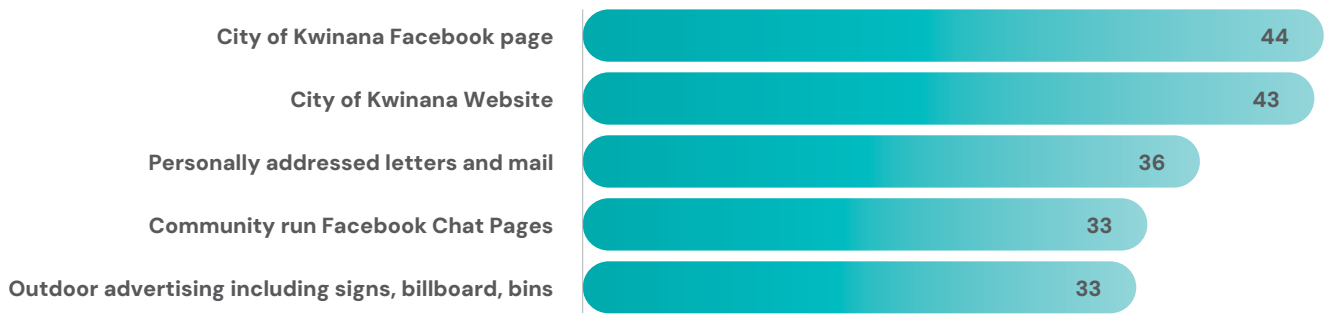


Figure 2. Top 5 communications preferences

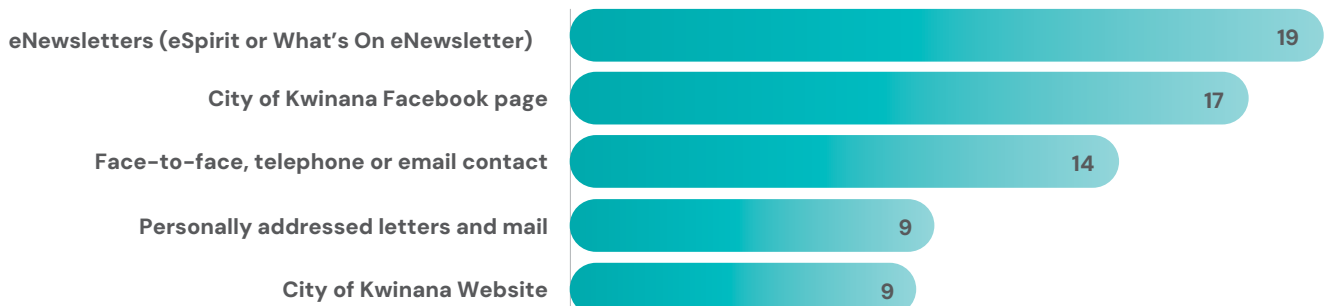
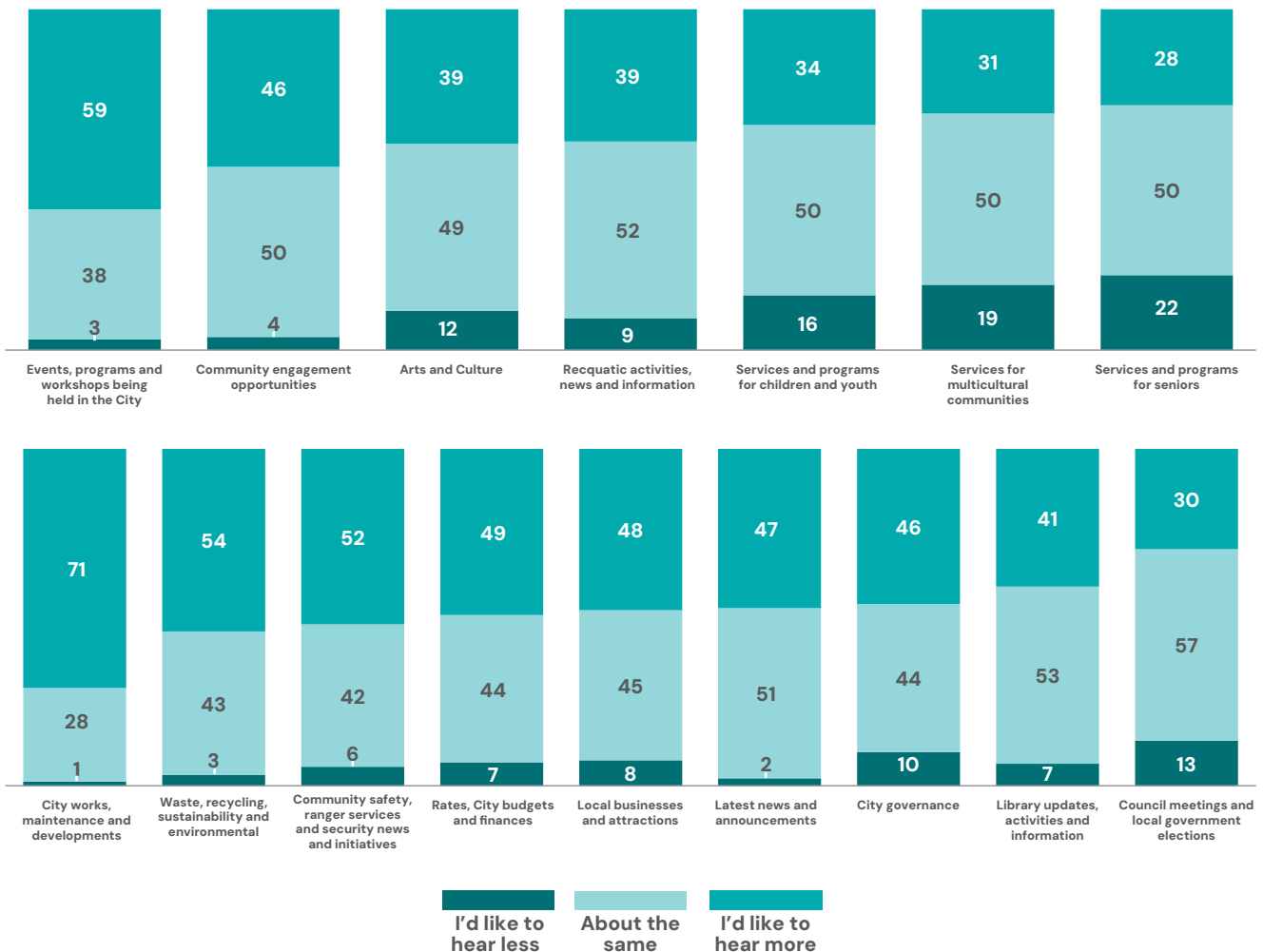


Figure 3. Communications Priorities



Communications Snapshot

as at 14 April 2025



ONLINE VIEWS
digital community
newsletter (Spirit
Autum 2025 issue)

35k

FOLLOWERS
of the City
of Kwinana
Facebook page



82

FACEBOOK ITEMS
posted per month
(average)

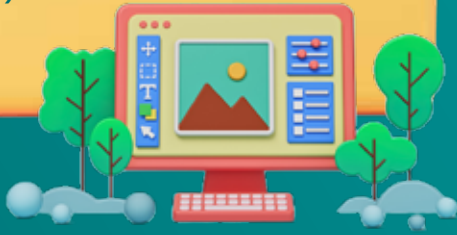


82

PER CENT
media release
coverage rate

58

DESIGN REQUESTS
received each month
(average)



23

SPEECHES
and

13

SPEAKING
NOTES



5,958

SUBSCRIBERS
Spirit eNews

3,166k

FOLLOWERS
LinkedIn



2,288

FOLLOWERS
of the City of Kwinana
Instagram



Communications Principles

While all communications will have a distinct purpose, they still all should follow the same set of best practice principles. This helps ensure a level of quality in communications and consistency.

1.

Clear and simple –

use plain, relatable, and non-bureaucratic language to ensure that messages are easily understood and accessible to the widest possible audience, ensuring content is well laid out and visually easy to follow.

4.

Consistent –

ensure the high standard for the City's communication is maintained through the City's communications channels, by using one clear voice throughout all channels.

2.

Audience driven –

choose the most effective channels for different audiences, ensuring content is easy to find, relevant, and engaging across platforms. This includes making use of a multi-channel (digital and print) approach as needed.

5.

Engaging and Responsive –

foster two-way communication by actively listening, responding to feedback, and maintaining a consistent, trustworthy voice across all interactions.

3.

Tells the right story –

communications should be informative and help to solve a problem or tell a story. Pre-empting questions wherever possible with solutions, so that the audience doesn't need to search too far. Take time to recognise and communicate what we have done and why we are doing it.

Communication Objectives

1.

Build Trust and Transparency

Establish the City as a reliable source of accurate, timely, and transparent information, proactively sharing council decisions, policies, and community updates to strengthen public awareness and confidence.

2.

Enhance Engagement and Dialogue

Foster meaningful, two-way communication with stakeholders through digital innovation and community-driven consultation on City initiatives, services, and projects.

3.

Ensure Accessibility and Inclusion

Bridge communication gaps by enhancing digital and non-digital channels, prioritising multilingual communication, accessibility for diverse communities, and 24/7 self-service options.

4.

Promote Cultural Safety and Linguistic Inclusion

Ensure all communications reflect and respect the cultural and linguistic diversity of Kwinana by using inclusive language, offering translated materials where possible, and engaging with First Nations and multicultural communities in a culturally safe and meaningful way.

5.

Strengthen Community Identity and Connection

Promote local pride and cohesion by sharing community stories, achievements, and heritage, fostering a sense of belonging and engagement with the City.

6.

Strengthen City Branding

Position the City of Kwinana as thriving, inclusive, and future-focused by showcasing its diverse community, economic opportunities, and high-quality public amenities that enhance liveability and investment appeal.

Audiences and Content

Communications Priorities

Effective communication begins with understanding what the community wants to hear—and when. Recent engagement and survey insights (see Figure 3) confirm that residents value practical, timely, and relevant information, particularly on topics that directly impact their daily lives.

Key insights include:

- 7 in 10 community members want more information about City works, maintenance and development.
- Around 1 in 2 want more updates on waste, sustainability, and community safety.
- The majority are satisfied with the current frequency of updates on essential services.
- However, a small number feel oversaturated with content on City governance and Council meetings.
- Some residents express limited interest in information about services and programs that don't apply to them directly—particularly those targeted at children, youth, multicultural groups and seniors. This highlights the need for more targeted communication to ensure relevance to each segment.

In addition to content relevance, community members expect:

- Timely updates on issues that affect them
- Opportunities to provide feedback and participate when decisions are being made

To meet expectations, the City's communications will prioritise both topical relevance and audience targeting—ensuring the right people receive the right messages at the right time.

Top Community Communication Priorities

1. City works, maintenance, and development
2. Events, programs, and workshops
3. Waste, recycling, and sustainability
4. Community safety, ranger services, and security
5. Library updates and activities
6. Rates, City budgets, and finances
7. Local businesses and attractions

8. Recreational activities and updates
9. City governance
10. Arts and culture
11. Council meetings and local government elections
12. Children and youth services and programs
13. Multicultural community services
14. Programs for seniors

By aligning content planning with these priorities, and targeting communications more effectively by audience segment, the City can increase engagement, reduce information fatigue, and strengthen its role as a trusted and responsive local voice.

Content Pillars

With the increased focus on driving content that is of interest and meaningful for City of Kwinana residents and the community, a series of content pillars have been developed to help provide structure, focus and consistency in the City's communications. Messaging to sit underneath these pillars will be developed and reviewed on an annual basis to ensure an accurate reflection of the City's current activities.

It is important to align all communication activities including the content pillars with the communication principles.

It is important the ongoing development of content is informed by relevant data from a variety of sources. This includes Customer Service enquiries, community feedback and trending topics of discussion (online or offline), metrics from all communication channels including read rates and engagement, and any other communication surveys or metrics. The data from these sources needs to be regularly reviewed and assessed to help form a clear and timely picture on areas of interest and therefore inform content curation.

	Essential updates	Future Kwinana	The voice of Kwinana / Our Kwinana	Connected Community
What	Necessary updates required to keep the City functioning effectively. Updates will often include changes to services and service delivery as well as emergency messaging.	Demonstrating progress towards a better Kwinana in alignment to the City's vision and how we're getting there. Could include major project updates, significant Council decisions on land use (residential and industrial), service changes, infrastructure and sustainability.	The stories of how our diverse community thrives in our unique, vibrant and healthy City.	Highlighting when people come together and connect with each other in the City, through local events and community gatherings.
Examples	Rates info, waste, services, rangers, emergency updates.	Initiatives and projects that drive future direction	News and stories showcasing uniqueness of Kwinana e.g. people stories, award wins	Local events and celebrations
Channels	Resident emails and/or letters, website, social media channels, SMS and eNewsletters	Website, newsletter, eNewsletter, social channels and marketing collateral (as appropriate).	Social media (inc video), newsletter, eNewsletter, website (news).	Website, social media, newsletter, eNewsletter, marketing collateral (as appropriate).

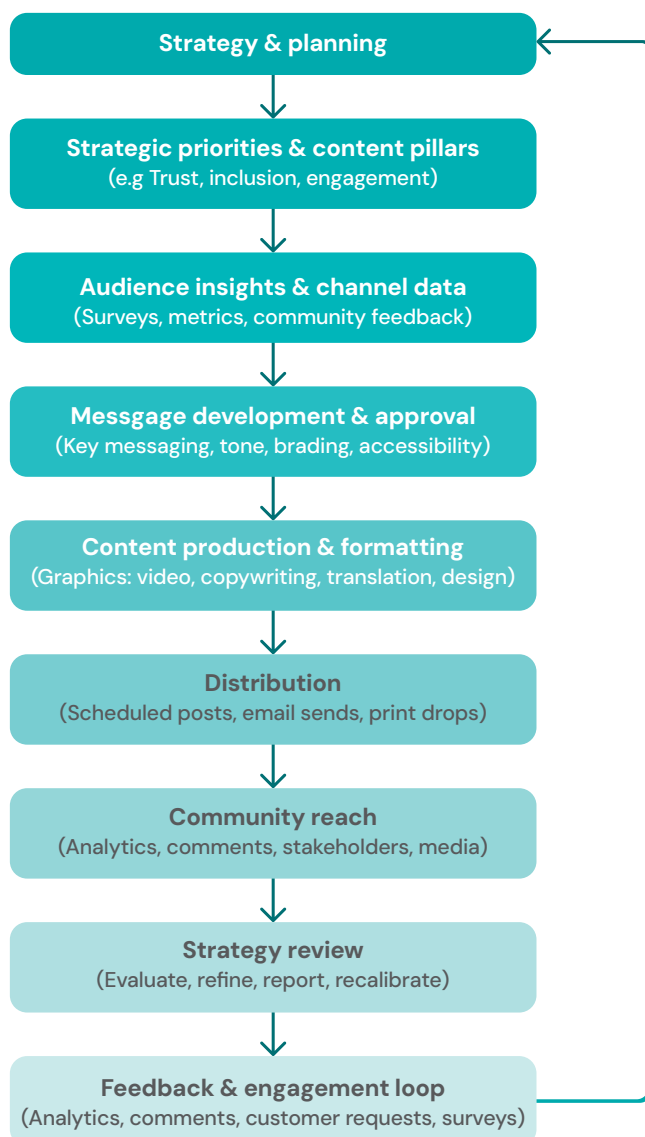
Audience Segmentation

Effective communication requires a deep understanding of who we are speaking to and how best to reach them. The City of Kwinana serves a diverse population, each with distinct needs, preferences, and communication habits. Segmenting audiences allows us to tailor messages, select appropriate channels, and increase engagement across all demographics.

Key Audience Groups			
Audience Segment	Preferred Channels	Message Style	Targeted Communication Actions
Youth (12–24)	Instagram, TikTok, website, community events	Visual, energetic, informal, brief	Use video, reels, and polls to share programs, events, and opportunities (e.g. LYRiK, youth hubs); involve young voices in content creation.
Families	Facebook, eNews, printed flyers, website, school newsletters	Friendly, helpful, community-focused	Promote family events, safety updates, school holiday programs and local services; include scheduling and cost information.
Seniors	Print newsletters, posters, community noticeboards, local papers, direct mail	Clear, respectful, instructional, traditional	Provide physical materials with large fonts; promote accessibility services, health and recreation, and volunteering opportunities.
Culturally and Linguistically Diverse (CALD)	Translated flyers, community radio, WhatsApp groups, multicultural events	Simple, respectful, visual, plain English or translated	Use visual aids and translated material; collaborate with community leaders; promote language-specific workshops and local support services.
Indigenous Communities	Face-to-face consultation, Aboriginal Liaison Officers, social media, events	Culturally safe, inclusive, conversational, story-driven	Build trust through relationships; engage in person when possible; elevate Aboriginal voices and cultural events in City communications.
Businesses	LinkedIn, business eNews, website, networking events	Professional, concise, value-focused	Share updates on economic development, grants, local procurement opportunities and business workshops through targeted B2B channels.

By aligning messages and delivery methods to the preferences of each segment, the City can improve relevance and reach. All communications should reflect the City's commitment to accessibility, cultural safety, and inclusive engagement. This audience-first approach will also guide content planning, campaign development, and channel selection to ensure that every communication is timely, targeted, and effective.

Communications Flow Diagram



Tone of Voice

The City of Kwinana's tone of voice reflects its identity—welcoming, inclusive, and confident.

All communications should aim to be:

- **Friendly** – approachable and conversational without being overly casual
- **Inclusive** – respectful of the City's cultural and social diversity
- **Authoritative** – trustworthy, knowledgeable and clear, without sounding bureaucratic or distant

While tone may shift slightly depending on the channel (e.g. more formal in media releases, more conversational on social media), it should always remain recognisably "Kwinana"—community-focused, down-to-earth and respectful.

The below table has been developed to ensure that a consistent tone is maintained across all of the City's communications channels.

	1	2	3	4	5	
Entertaining				X		Educational
Friendly	X					Confrontational
Playful				X		Professional
Simple		X				Complex
Conversational			X			Formal
Personal			X			Detached
Inform		X				Sell

Consistency in tone across all touchpoints helps reinforce the City's credibility and builds a sense of familiarity and trust with residents and stakeholders.

However, tone variations across different communications channels is appropriate:

- **Media Releases:** Use a formal tone that presents facts clearly and concisely, with quotes from official spokespeople and no unnecessary embellishment.
- **Social Media and eNews:** Keep the tone friendly, inclusive, and conversational, using simple language and short sentences that invite engagement and interaction.
- **Website Content:** Use clear, instructional language in plain English, writing in an active voice and speaking directly to the reader to help them find information or take action easily.
- **Corporate Documents:** Maintain a professional and respectful tone, using structured, jargon-free language that supports transparency and reflects the City's strategic goals.
- **Marketing Collateral:** Adopt an energetic and community-focused tone with short, engaging copy and clear calls to action that encourage participation or awareness.

Tone may also vary subtly across the City's sub-brands to suit different audiences and purposes. For example, communications for youth programs may adopt a more energetic and informal tone. While the tone should flex to reflect each sub-brand's identity, all communications must still align with the City's overall voice—friendly, inclusive, professional—and maintain consistency in quality, clarity, and respect. Tone for each individual sub brands social presence is defined within their individual Social Media Strategy.

Storytelling

Effective storytelling is a powerful tool for Local Governments to engage residents and the community, build trust, and drive action. All content should be viewed under the lens of storytelling and should align to the communication principles. In addition, the below should guide the development of all content:

- Authentic – use real stories from community members without jargon, ensuring the story is transparent and honest, showing challenges and successes (as appropriate).
- Audience is the hero – focus on how the information affects real people and their lives, ensuring the story is inclusive and represents the diverse community.
- Emotional connection – drive engagement and action through emotion using personal anecdotes, compelling visuals and real-life experience, backed by data and statistics.
- Actionable messaging – ensure there is a clear takeaway or action and avoid overly complex narratives.



Communications Channels

As audience expectations for communication continues to evolve and the City of Kwinana takes on the important role as a content curator, a one-size-fits-all approach is no longer sufficient. Adopting a multi-channel communication strategy whenever possible will be a cornerstone of effective communication. Critical to this will be gathering data to further understand audiences within the community and their preferences around communication, which will ultimately improve engagement.

Digital Communications

Digital content should always serve a clear purpose and meet the aspirations that arise from the City's Strategic Community Plan. Digital communications from social media to websites, electronic direct mail (EDM) and online applications (Apps) are critical to communicating and engaging with the community. While the Kwinana community is a diverse mix of residents, overwhelmingly, all members are comfortable using digital technology. While it is recommended to continue using a mix of traditional and digital channels, it does place increasing emphasis on further building and expanding digital communications.

To ensure effective communication, engagement, and collaboration, selecting the right channel and delivering relevant content tailored to the intended outcome is essential. The communication principles and content pillars outlined in this plan serve as a guide for making these decisions.

To support this, a Digital Communications Strategy has been developed as a companion to this overarching Communications Strategy. It provides detailed guidance on digital-specific tools, governance, workflows, and performance measures. It outlines the operational framework required to execute, manage, and evaluate digital communication effectively.

This Communications Strategy sets the overarching direction, including guiding principles and content pillars, while the Digital Communications Strategy ensures the City delivers tailored, audience-focused content through the right digital channels—enabling greater personalisation, segmentation, and meaningful engagement with our community.

SOCIAL MEDIA

Social media plays a crucial role in the City's communication mix by providing a direct, real-time channel for engaging with residents, sharing important updates, and addressing community concerns. It enhances transparency and public trust by facilitating two-way communication, allowing residents to participate in discussions, provide feedback, and stay informed about policies, events, and emergency alerts.

Noting the role of the City as both content curator and source of truth, the strategic application and use of social media is essential to successfully maintain these roles.

Social media is one of few channels that provides instant data on audiences, including the level of engagement on that information. This is beneficial because it enables the City to adapt its content to more effectively leave an impression on the diverse audiences we communicate with and ensures important information resonates with residents.

The City's Social Media Policy has helped to drive a more considered and consistent approach to social media and should continue to be used and referred to. The pace of change in social media is considerable, the City should remain flexible and continue to adapt and review best practice for each of its platforms, and even be willing to move away from certain platforms altogether if they are no longer serving a purpose.

WEBSITE

The City of Kwinana's website will continue to play an important role as a hub for providing official information, Council meetings and updates, customer service tools and other resources to residents, businesses and visitors. The website is regularly frequented by the community to gain information about council events or services and continues to be a primary customer service channel.

The City's primary website www.kwinana.wa.gov.au remains one of the main sources for communicating City of Kwinana official information out to the community and averages around 70,000 page views per month.

In light of this, the website functionality and integration across more services will increase, and the City will continue to drive people to use the website for these purposes. Ongoing review and analysis of website usage will be essential in shaping its long-term role and determining the types of information it should continue

to provide. This process will also include a continued focus on search engine optimisation (SEO), mobile-first design as a standard and necessary upgrades to technology and platform integrations to enhance user experience and meet evolving needs.

VIDEO

Video has become a crucial tool for effective communication within the Local Government space. With shifting digital engagement preferences and sharp increases in the consumption of video, this format is essential to the communications mix and holds a number of advantages over traditional media.

This includes the enhancement of engagement and reach, with content being more engaging and video prioritised within social media algorithms; a highly visual way to simplify complex information including policy changes and financial figures; builds transparency and trust by enabling the audience to watch live Council meetings and other public forums; accessible and inclusive for those with a disability and non-English speakers with the ability to provide captions in any language as well as sign language interpretation; and can be highly cost effective.

Effective video content should be engaging, concise, and easily digestible. Simplicity is key – videos should be short, to the point, and focused on delivering clear messages. While high production value is not essential, content should maintain a level of quality that feels authentic and approachable, even with a "home-made" style.

Video should be utilised across a range of internal and external channels (intranet, website, YouTube, Instagram and Facebook) and should be treated in the same manner as other content pieces with absolute clarity on why the video should be developed, what it is trying to say and to whom. There is a risk for video to be overused and also not used appropriately for the right content. The communication principles and content pillars will help to reduce the likelihood of this.

With video no longer an optional tool but a must-do, it should be leveraged to enhance connection with residents and the community and ensure the City of Kwinana's messages are heard and understood.

Media

With the evolution of communications and the changing role of individuals and organisations as content curators, traditional media is a less prevalent channel to be considered. While not a primary channel, it still needs to be in the broader mix for major announcement and significant news stories from the City that are suitable

for a broader audience.

As such it is important to maintain an appropriate level of contact with relevant media outlets and continue to foster positive relationships. Media releases on select news items and updates will be supplied to relevant media outlets including advising of photo opportunities or supplying high quality photographs from major events or announcements.

The City's media spokesperson is the Mayor. The Mayor is encouraged to speak to the media, via coordination from the Marketing and Communications team, to promote transparency and ensure that City activities and key Council decisions are being promoted and shared to the wider community.

It is important to consider the intended outcome and content within media opportunities and whether there are other channels that could complement traditional media e.g. the Mayor speaking to media about a new initiative, that is also supported by a video on social channels outlining the initiative.

MEDIA MONITORING

The City maintains a contract with a media monitoring company that monitors news that is relevant to Kwinana. The Marketing and Communications Team maintains a register of relevant press clippings and tracks the sentiment of articles. They also produce and distribute a weekly media summary report internally to ensure that the leadership team is across issues that affect the City.

MEDIA RELATIONS PROTOCOLS

Any contact from a media representative should be directed to the Marketing and Communications team via the media@kwinana.wa.gov.au inbox.

City of Kwinana staff are not permitted to communicate directly with the media on behalf of the City. The Mayor is the official spokesperson and is authorised to speak to the media on behalf of the City, as coordinated by the City's Marketing and Communications Team.

All internal opportunities for media interaction should be discussed with a member of the Marketing and Communications team, who is then responsible to determine the applicability of the opportunity and then for writing a media release for approval (where appropriate).

The Marketing and Communications Team proactively monitors the media inbox and seeks to turn around media enquiries as quickly as possible. All media releases and responses are drafted by a Marketing and Communications Team member, sent to the relevant Director and then forwarded to the City's CEO and Mayor for changes and approval.

Design (Styles and Standards)

As the City grows, so has its audience. Consistency plays an important role when it comes to portraying the City's brand and its sub-brands. The Brand Style Guide outlines the four key elements which make up the City's overall 'brand recognition' and provides guidance on the application of each. These four elements align with our vision statement and include:

- City of Kwinana logo;
- City of Kwinana typefaces (or fonts);
- City of Kwinana colour palette;
- Tone of voice (the professionalism and consistency with which our documents are written).

These four elements need to be considered in the context of all City materials, for example a resident who has received a letter from the City may then see a poster of ours and instantly know it is associated with the City of Kwinana. This may seem like an insignificant point, but if the brand is not adhered to, the City's professional appearance very quickly becomes diluted and begins to look cheap and inconsistent.

The Marketing and Communications team ensures that the City's Brand Style Manual is used to correctly develop a huge range of internal and external facing materials. It is also the responsibility of all City of Kwinana staff to ensure their own materials also adhere to the Brand Style Guide and the relevant approved branded templates, visual elements and images are used.

An example of materials that need to adhere to the City's brand include:

- Anything using the City's logo, branding or other visual elements;
- Posters, brochures and flyers;
- Rates' notice
- Webpages, digital graphics and videos;
- Maps, diagrams and infographics;
- Presentations;
- Reports, corporate and strategic documents; and
- Promotional materials.

Any revision of existing brands or development of new sub-brands, brand themes, or visual elements must be undertaken in collaboration with the Marketing and Communications Team. This includes brand positioning tools such as taglines, campaigns, and slogans. Early collaboration ensures alignment with the City's overall brand strategy and safeguards the integrity, consistency, and value of all branded assets.

Questions on the City's brand or Brand Style Manual should be directed to the Marketing and Communications Team.

Internal Communications

Effective internal communications are a cornerstone of successful organisations, ensuring that employees are informed, aligned and engaged. Key to this is the sharing of consistent messages that helps employees understand who the organisation is, what it does and what it is trying to achieve. Strong internal communications also promote transparency and trust, helping to promote a workplace where employees feel valued and heard and have clarity on the organisations vision and goals and how they contribute to them.

Internal communication also plays a crucial role in employee engagement and retention. Organisations that prioritise open communication channels empower employees to contribute ideas, provide feedback, and collaborate more effectively. This sense of involvement fosters a culture of innovation and teamwork, strengthening overall morale.

It also plays a pivotal role in change management—particularly as the City undergoes digital transformation and service improvements. Communicating change clearly and early helps reduce uncertainty, builds buy-in, and supports a smoother transition to new systems, processes, and technologies.

Importantly, internal communication is everyone's responsibility. While the Marketing and Communications team can support the planning and implementation of internal communications, it is up to each team or project lead rolling out internal initiatives to adequately consider, plan and drive internal communications with staff. When internal communication is championed across the organisation—not just delivered from the top down—it leads to stronger engagement, faster adoption of changes, and a more connected workforce.

Additionally, central to effective internal communications is an ability to have two-way conversations, where staff can lean into the conversation and contribute their own views and thoughts. Similarly to the evolution of communications with the community, staff expectations on how they are communicated to continues to change, with a focus on timeliness of information and in an accessible format.

The City needs to continue reviewing and assessing the core internal communication channels and gathering data on their efficacy, reach and engagement. Where data is not available, it is suggested to look at alternate platforms or 'add-ins' to help gather these metrics or review ability to have more frequent internal communication surveys.

While it is the role of line managers within the City to ensure that their teams are updated on a regular basis, the Marketing and Communications team supports this function through the delivery of important updates via the City's key internal communications channels. In addition, it is the responsibility of each individual staff member to view or engage with key communication channels to stay informed of company information.

Primary internal communication channels include:

Channel	Audience / Information	Frequency
Quarterly 'Town Hall' Celebrations Regular face-to-face update with all staff with presentations from various areas of the business	<ul style="list-style-type: none"> All City of Kwinana staff (including depot) Key corporate information including services, major projects, public forum for reward and recognition. 	Quarterly
Intranet Online portal providing staff with access to key information to support them completing their role. Critical to an intranet's success is the user experience including whether intuitive, easy to use and navigate and does what is required. Metrics from an intranet and its use are critical to help understand its effectiveness.	<ul style="list-style-type: none"> All City of Kwinana staff (with access to a computer) News, staff directory, internal service requests and information, corporate documents and other information. 	Ongoing
Weekly CEO message or video A personalised weekly message from the CEO providing timely updates and information relevant to staff.	<ul style="list-style-type: none"> All City of Kwinana staff (with access to a computer) Updates to all staff on time-relevant need-to-know corporate information as well as fun nice-to-know staff-related information. 	Weekly
Team Meetings Aims to build awareness of key content and generate discussions within teams. Can be presented in any format, as determined by the meeting chair (generally Manager, Coordinator or Team Leader) but the content and agenda structure remain consistent.	<ul style="list-style-type: none"> All teams within the City of Kwinana Team-specific information, with key company information included by the leader. 	Monthly

Effective internal communication is not just about sharing information—it's about driving understanding and behaviour change. Successful internal awareness campaign that successfully drive change management should look to blend myriad of communications tools including (but not limited to) explainer videos, weekly updates from the CEO, live Q&A sessions or Town Hall meeting presentations to help inform staff. This will result in improved staff confidence, reduced training requests, and higher adoption rates at launch.

Campaigns

The City regularly runs a number of long-term campaigns to continually promote the City of Kwinana brand, enhance civic pride and to reinforce key organisational messages.

These campaigns will run on an ongoing basis and will be planned and evaluated annually to ensure they remain aligned with current priorities and projects. They will also seek to align with existing plans and leverage emerging opportunities that support and reinforce the campaigns' key messages.

The City will continue with and look for opportunities to further enhance the success of the following campaigns.

The campaigns outlined below are listed in order of priority and importance:

(i) *Your City Services*

A grass-roots level campaign that highlights the level and types of services provided by the City, in an effort to create a sense of value for their rates. The focus of this campaign is really about creating a sense of pride within the community by showcasing and educating the community on what the City does and the benefit that the service is able to add to the community. This campaign presents an opportunity to leverage off the City's rates communications messaging together with messaging around the breadth of services provided by the City to create that sense of value.

The **Your City Services** campaign aims to:

- Create a sense of value for rates by educating residents on the number and diverse range of services provided by the City.
- Build a sense of civic pride in the City by showcasing not just the range of services provided by also highlighting the quality of the services provided by the City.
- Educate the community about services provided by the City and create a broader understanding of local government than rates, roads and rubbish.
- Ensure City activities are clearly distinguished as City of Kwinana services.
- Showcase individual services and build knowledge within the community about what different services are available to them.
- Increase usage of different services by members of the community.

(ii) **Connecting with your Council**

The '**Connecting with Your Council**' campaign is designed to bridge the gap between Local Government and the community, making council operations, roles, and decision-making more transparent and accessible. Many residents are unaware of the wide range of services provided including maintaining roads and parks to planning future developments and supporting local businesses. This campaign aims to demystify the work of the City through engaging content, real-life stories, and interactive initiatives that highlight how Council decisions directly impact daily life. By showcasing the people of the Council – the campaign personalises the City's decision makers, making it more relatable and approachable.

The **Connecting with your Council** campaign aims to:

- Educate the City of Kwinana community about who the Council is and their role in driving the future of Kwinana
- Build trust and transparency through an openness on council processes, key projects and those behind decisions making
- Encourage community involvement – inspire residents to take a more active role and participate in public consultation, council meetings or other community feedback channels
- Personalise Elected Members and the Mayor – shift perceptions and humanise the Council through storytelling

(iii) **Report it 24/7**

The 'Report It 24/7' campaign is designed to empower the Kwinana community to take control of their local service requests by making it easier than ever to log issues, report concerns, and request services—with access online anywhere, anytime. With increasing demand on the City's customer service channels, and following the launch of the City's new customer request modules and the online application and new "Kwinana Connect" applications portal, which integrates with the City's website, this campaign encourages a shift toward digital self-service.

These online tools, if configured with the customer in-mind to be user friendly and optimise the customer experience, give residents the tools and confidence to connect with the City when it suits them, day or night. Whether it's reporting a missed bin, a pothole, or graffiti—residents can now skip the phone queues and email wait times by lodging requests directly through the City's online portal. By promoting the convenience, simplicity and accessibility of online reporting, this campaign aims to reduce the pressure on the City's customer service team and improve overall response efficiency.

The '**Report It**' campaign aims to:

- Encourage digital self-service by promoting the ease and benefits of online customer request reporting over traditional channels like phone and email.
- Reduce pressure on Customer Service by decreasing the volume of calls and emails by shifting to online lodgement for common service requests.
- Promote 24/7 accessibility and reinforce that residents can report or request services at a time that suits them.
- Build digital confidence and demystify the reporting process through simple, step-by-step instructions and community success stories.
- Support faster outcomes and improve the speed and efficiency of customer request handling by streamlining the entry point.



Action Plan

1. Increase data and metrics to help drive effective communications

Action	Detail	Budget	Resource	Timeframe
1.1 Communications metrics KPI review.	Review and development of additional meaningful KPI's across different communications channels.	In house	Marketing Team	2025 – 2026
1.2 Monthly Digital media metrics report (inc socials, eNews, video and web)	Development of a digital media report to feed into overarching communications reporting for the organisation.	In house	Digital Communications Officer	Ongoing
1.3 Increase eNews subscribers	Create an annual Social Media Campaign targeting all Kwinana residents to sign up for the eNews letter (generic campaign or an enter-to-win campaign).	In house	In-house Graphic Designer and Digital Communications Officer	2025 – 2026
1.4 Monthly customer service metrics report	Development of a customer service monthly report to keep check on enquiry volumes and topics to inform communications.	In house	Customer Service Coordinator	Ongoing
1.5 Inbuild CEO update channel data	Investigate ways to monitor data for the CEO weekly emails to gauge read rates and engagement from staff.	In house	Communications Officer	2025-2026

2. Optimise the City's communication channels

Action	Detail	Budget	Resource	Timeframe
2.1 Enhance options to participate in online engagement	Review opportunities to increase connection between the website and the Love My Kwinana platform. Define purpose of platforms and reduce duplication across both sites.	In house	Marketing team and Engagement Officer	2025 – 2026
2.2 Digital Strategy	Finalise the Digital Communications Strategy, including enhanced website section, with supporting documents and user guides to roll out across the City's digital channels.	In house	Manager Customer and Communications / Digital Communications Officer	2025
2.3 Enhance website governance approach	Review the website governance plan and develop robust process for content reviews/enhance ownership across the site.	In House	Manager Customer and Communications / Digital Communications Officer	2025 – 2026
2.4 More targeted communications	Utilise audience data and metrics to ensure the right messages are going to the right audience.	In house	Marketing Team	Ongoing
2.5 Enhance customer experience across all customer digital touchpoints	Ensure that customer experience is considered (in collaboration with Customer Service/Marketing) during configuration of any customer facing online platform.	In house	All staff.	Ongoing

3. Be the 'source of truth' for Kwinana residents through a consistent, single voice

Action	Detail	Budget	Resource	Timeframe
3.1 Content curation / storytelling	Increase the use of storytelling across all content and communications, segmenting messages to specific audiences where appropriate.	In house	Marketing team	Ongoing
3.2 Crisis Communication Plan	Finalise the Crisis Communications Plan, including	In House	Manager Customer and Communications / Communications Officer	2025 – 2026
3.3 City Kwinana brand	Ensure the consistent application of the City of Kwinana brand across all materials, including tone of voice.	In house	Marketing team	Ongoing
3.4 Review other City of Kwinana channels	Review of other Kwinana channels outside of Marketing team to ensure consistency of voice, application of brand, accessible content and supporting the same objectives.	In house	Marketing team	2025 – 2027

4. Improve internal communication channels

Action	Detail	Budget	Resource	Timeframe
4.3 Employee survey	Undertake employee communications survey to help build understanding of efficacy of channels.	In house	Communications Officer	2025 – 2026
4.1 Intranet	Investigate and review platform/system options for a future Intranet that meets the businesses needs.	In house	Digital Communications Officer	2026 – 2027

5. Campaigns

Action	Detail	Budget	Resource	Timeframe
5.1 Your City Services	Campaign explaining all facets of City offerings and how they fit into the 'big picture'.	In house	Marketing team	Annually
5.2 Connecting with your Council	Campaign to bridge the gap between Council and the community and how they support the future of the City.	In house	Marketing Team	Annually
5.3 Report It 24/7	Campaign to promote self service via online customer requests.	In house	Marketing Team	Annually

Evaluation and Measurement

The above actions will be built into the Marketing and Communications Team's, Team business plan and will be reported on through the City's performance manager process.

Further measurement of the City's communications occurs via the biennial Community Perception and Wellbeing Survey, Internal Communications Survey, ongoing informal feedback and measures of success built into each communications campaign developed by the City.

Team KPI's and actions have also been established through the business planning process and have been updated to be based on value proposition not just volume (eg. number of media release picked up by papers, not output numbers).

Some of the measures captured inline with the mechanisms outlined above include:

Evaluation method	Success factor / measurement
% increase in eNewsletter engagement	maintain average Spirit EDM open rate above 30%
% increase in Social Media engagement	Continually increase engagement rates across social media channels above current rates
Media Coverage Rate	Achieve an 80 per cent coverage rate for City issued media releases
Performance ratings for the City communications channels via the MARKYT survey	Maintain performance rating scores inline with, or above Industry Average score.





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