

Communications Plan **2020-2025**





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1.

Welcome

Communication is never more important than during a period of change. With one of the fastest growing residential populations in the country, comprising of a unique and diverse community, it is imperative that the City continues to change to meet the expectations of its community.

It is vital for all local governments to effectively communicate with their community and stakeholders. Good communication helps us to enhance the identity of our City and to foster a sense of community and belonging. We need to proactively seek ways to cut through the current advertising noise that is already a part of our everyday lives and look at ways to target our City's messages to reach the right audience.

Good communicators know that messages should reach people in their preferred environment. For some, this is via a brochure, local newspaper or poster, but for the vast majority of residents today, this means having content that is online, immediately available and smartphone-friendly.



Good communication helps us to enhance the identity of our City and to foster a sense of community and belonging.

By harnessing the potential of new and emerging communications channels, embracing technology, exploring innovation and creating environments for our community to lead the conversation we will create opportunities to enhance the conversation between our City and the community.

Mayor Carol Adams, OAM

2.

Executive Summary

The media landscape has changed dramatically over the past few years, with traditional news outlets continually reinventing themselves and their service offerings in an effort to face ongoing challenges, as digital publishing goes from strength-to-strength.

This landscape is driven by consumer preferences that have influenced communications channels being offered by Local Governments, like the City of Kwinana, who are trying to create meaningful and relevant content that cuts through the noise and creates value for their communities.

This document outlines a plan for the City for the next five years, to address communications challenges and to focus on giving Kwinana residents and stakeholders all-hours access to the City's information services. This means digitising more communications processes and making information more available and accessible, enhancing both customer service and business efficiencies.



Our Community Profile

POPULATION

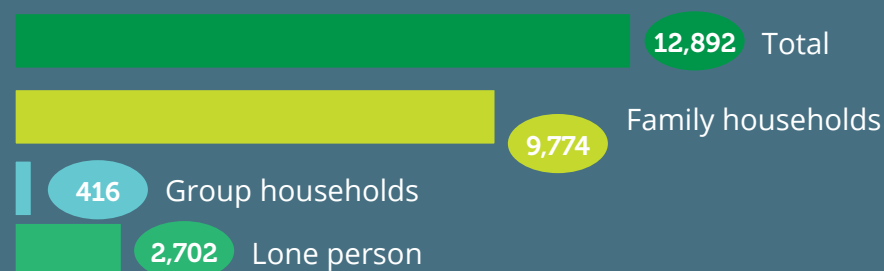
Data obtained from ABS 2016 Census, ABS 2018 Estimated Resident Population and Forecast.id population forecast.



FAMILY COMPOSITION

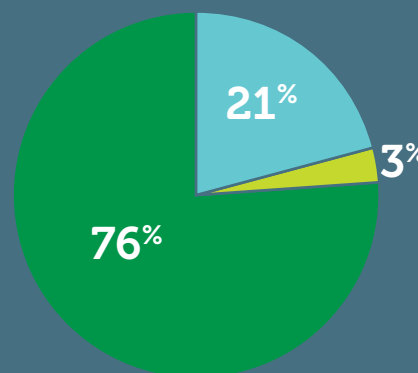
Data obtained from ABS 2016 Census.

Number of households City of Kwinana



Percentage of total households in City of Kwinana

- Family households
- Group households
- Lone person



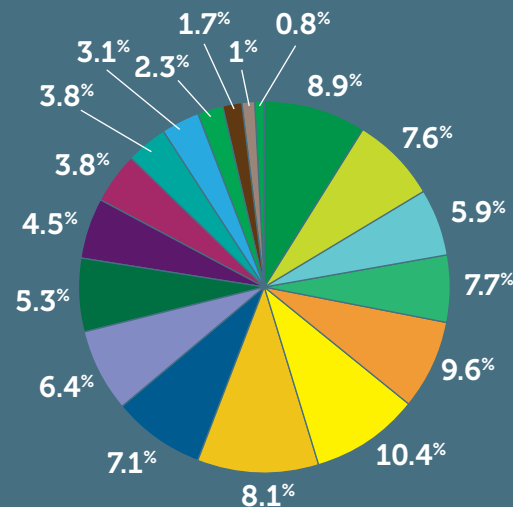
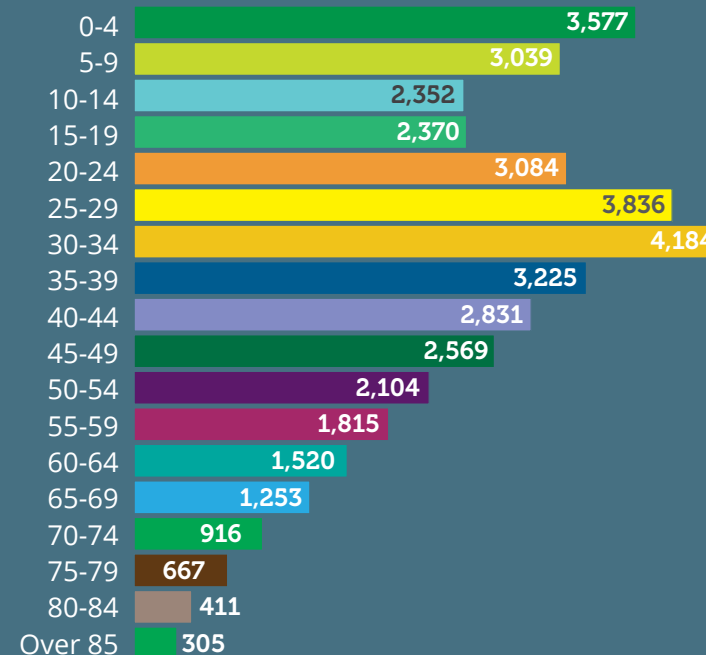
Average household size in City of Kwinana

2.7

AGE

Data obtained from ABS 2016 Census.

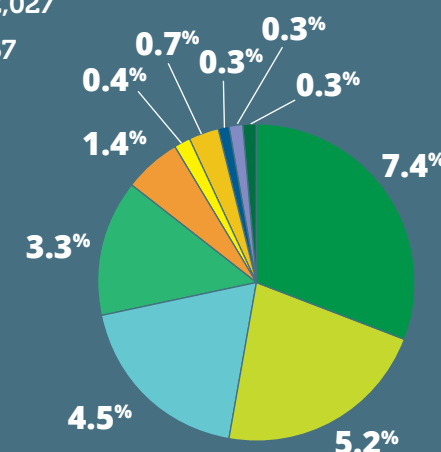
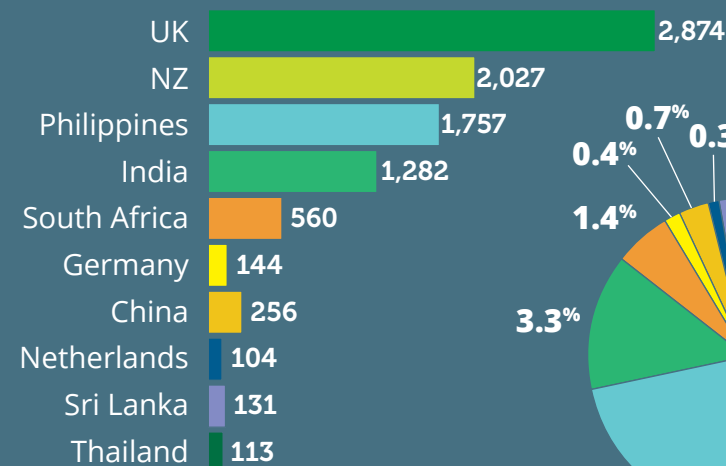
Number of residents in City of Kwinana



Percentage of total residents in City of Kwinana

COUNTRY OF BIRTH

Data obtained from ABS 2016 Census.



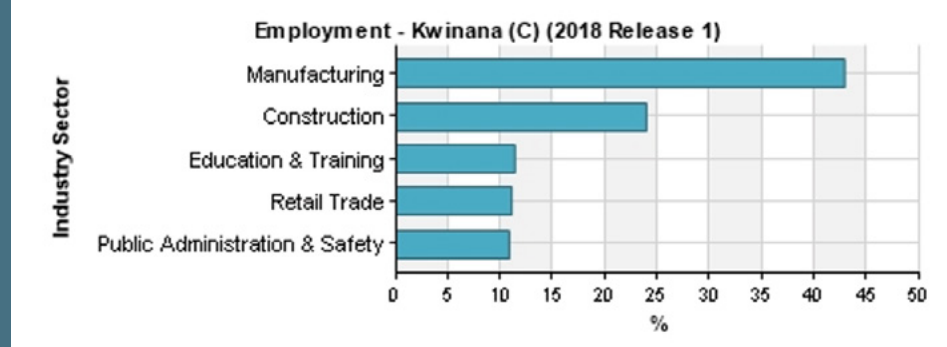
Total City of Kwinana residents born overseas = 16,377 or 34%

19%
Speak a language other than English at home

Note: Countries with fewer than 20 residents born there have not been included.

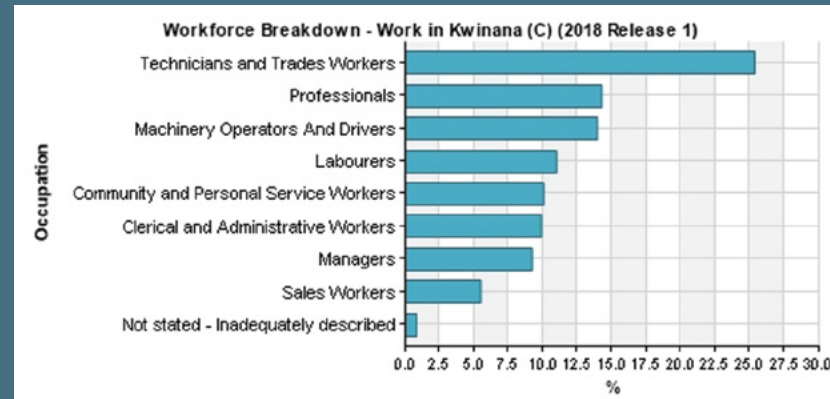
EMPLOYMENT

The total employment estimate for Kwinana is 13,270 jobs. The largest contributors come from the following industries:



OCCUPATION

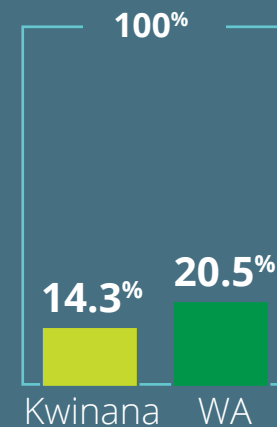
People who work in Kwinana are in the following occupations:



EDUCATION

14.3%

of people have a tertiary degree



UNEMPLOYMENT



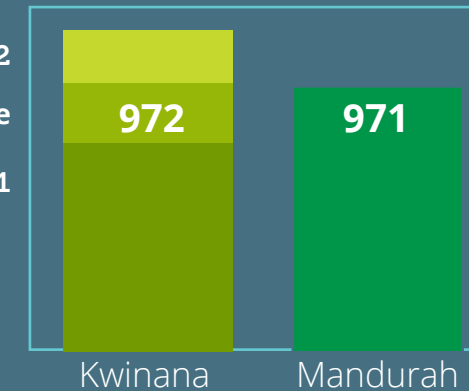
10.8%

unemployment in Kwinana

7.8% for WA

SOCIOECONOMIC INDEX

Ranges to 1092
SEIFA Index score
Ranges from 851



SEIFA Index score

ACCESS AND INCLUSION

In 2016 **1,540** people
(4% of the community)

reported needing assistance in their day-to-day lives due to disability



4.

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 communications efforts will support the delivery of the objectives set out in the City's Strategic Community Plan 2019-2029 and the Corporate Business Plan 2019-2024.

It recognises the importance of effectively promoting the City of Kwinana as a brand in its own right, as well as strengthening the promotion of the City as a destination and a place of interest and to give a heightened sense of credibility to the range of products and services it delivers.

This plan also aligns with the principles outlined in the City's Customer Experience Plan 2019-2022, which endeavours to progress the City along the customer experience maturity module and create a fully customer-centric culture within the City.



...the importance of effectively promoting the City of Kwinana as a brand in its own right, as well as strengthening the promotion of the City as a destination and a place of interest ...



5.

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 want to be in the year 2030 and captures the essence of what it will be like to live in Kwinana at that time.



Rich in spirit



Alive with opportunities



Surrounded by nature



It's all here

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

“To enhance the reputation of the City of Kwinana, through effective communication between the City and its community and stakeholders, via multiple modern and targeted channels.”

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 performing above the industry average in each of the categories and the majority of category trends showing an increase in performance.

COMMUNITY WELLBEING AND PERCEPTION SCORECARD RESULTS

	2014	2016	2018	Industry Average*
The City has developed and communicated a clear vision.	66	51	50	37
How the community is consulted about local issues.	50	51	51	46
How the community is informed about what is happening in the local area.	55	52	62	53
The City clearly explains the reasons for its decisions and how residents views have been taken into account.	n/a	42	35	28
How open and transparent Council processes are.	n/a	53	51	42
City's website	n/a	60	66	59
City's newsletter	n/a	62	68	62
Social media presence (Facebook, etc)	n/a	60	62	55

Table 1: 2018 City of Kwinana Community and Wellbeing Scorecard



Additionally, results from the community wellbeing and perception survey demonstrate an increasing preference for digital communications media such as the City's website, Facebook, electronic newsletters and

SMS messages. However, it still demonstrates a good level of reach with some traditional media, including the community newspaper, the City's community newsletter and hard copy information delivered directly to residents.

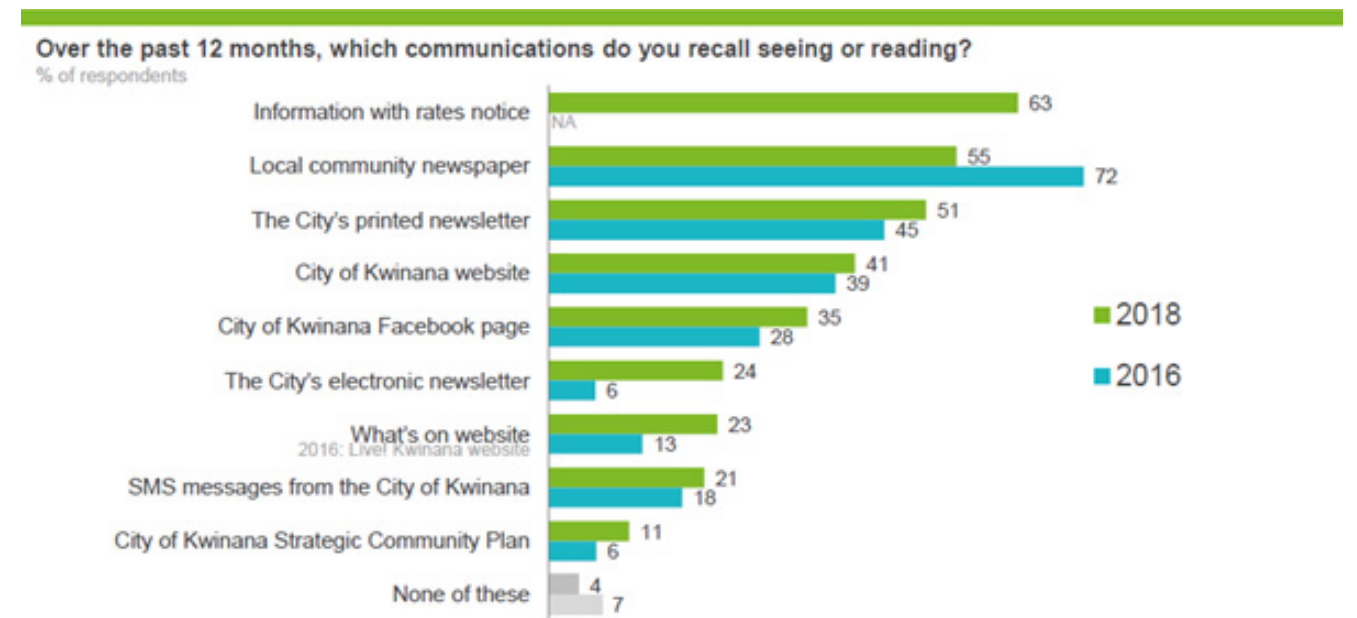


Figure 1: Reach of communications channels in the City of Kwinana.

Communications Snapshot (as at 30 Jan 2020)

49,491

homepage views of the
City of Kwinana website
per month (*average*).

5

media releases issued
each month (*average*).

3

media enquiries managed
each month (*average*).

43

design requests received
each month (*average*).

30k

followers of the City of
Kwinana Facebook page

109

Facebook items posted
per month (*average*).

800

followers of the City
of Kwinana Instagram

2,080

City of Kwinana Twitter followers

8.

Communications Principles

While all communications will have a different purpose, they still all follow the same set of principles of communication, as follows:

- 1. Easy to understand** - use clear and straightforward language to communicate, ensure that all of our communications are understandable and accessible to the widest possible audience, ensure content is well laid out and visually easy to follow.
- 2. Easy to access** - use the most effective communications channel for each audience, ensure content is optimised and easy to find across relevant channels and platforms.
- 3. Informative** - communications should 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 not just what we are doing.
- 4. Diverse** - balancing the importance of 'traditional' communications mediums such as newsletters, newspapers, posters and leaflets with the opportunities available through using digital communications channels to ensure content is appropriate to the broad spectrum of backgrounds, ages, races and sizes.
- 5. 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, ensuring design and visual elements are consistently applied to help create a consistent 'look and feel', and writing and design style are applied consistently.
- 6. Responsive** - technology and communications preferences will continue to change the way we communicate and we must be responsive to those changes.
- 7. Two-way** - allow communication to flow both ways, both providing information and receiving feedback. Listening to residents builds better trust and credibility and ensures that the policies and programs created by the City also reflect the needs and wishes of the community.

9.

Communications Objectives

- 1. Increase Awareness:** Improve the community's knowledge and understanding of the City's plans for the future and the community benefits of its service and program delivery.
- 2. Increase Engagement:** Improve stakeholder awareness of/and engagement with City services, events, community facilities, projects and consultation.
- 3. Increase Access:** Reduce barriers to communication by refining communications channels and developing digital channels that enable 24/7 customer self-service and improve customer experience.
- 4. Enhance Transparency:** Ensure the City's communication is proactive, open and honest; making information about council decisions, city policies and operations available to all.
- 5. Enhance Kwinana Brand:** Improve the public perception of the City of Kwinana by promoting the Kwinana brand as a premium family destination with incredible facilities close to Perth's CBD, a proudly diverse community and a great place to invest.



Communication Channels and Actions

10.1 DIGITAL COMMUNICATIONS

Our digital content should always serve an obvious 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 playing an increasingly important role in the marketing mix. This, in turn, allows for more accurate targeting of key messaging and cost effectiveness, leading to a better return on investment and vastly improved analytics and data capture.

Sound application of digital communications techniques can improve communications, engagement and collaboration between our City and our community, and share the positive and professional identity of the organisation around the world.

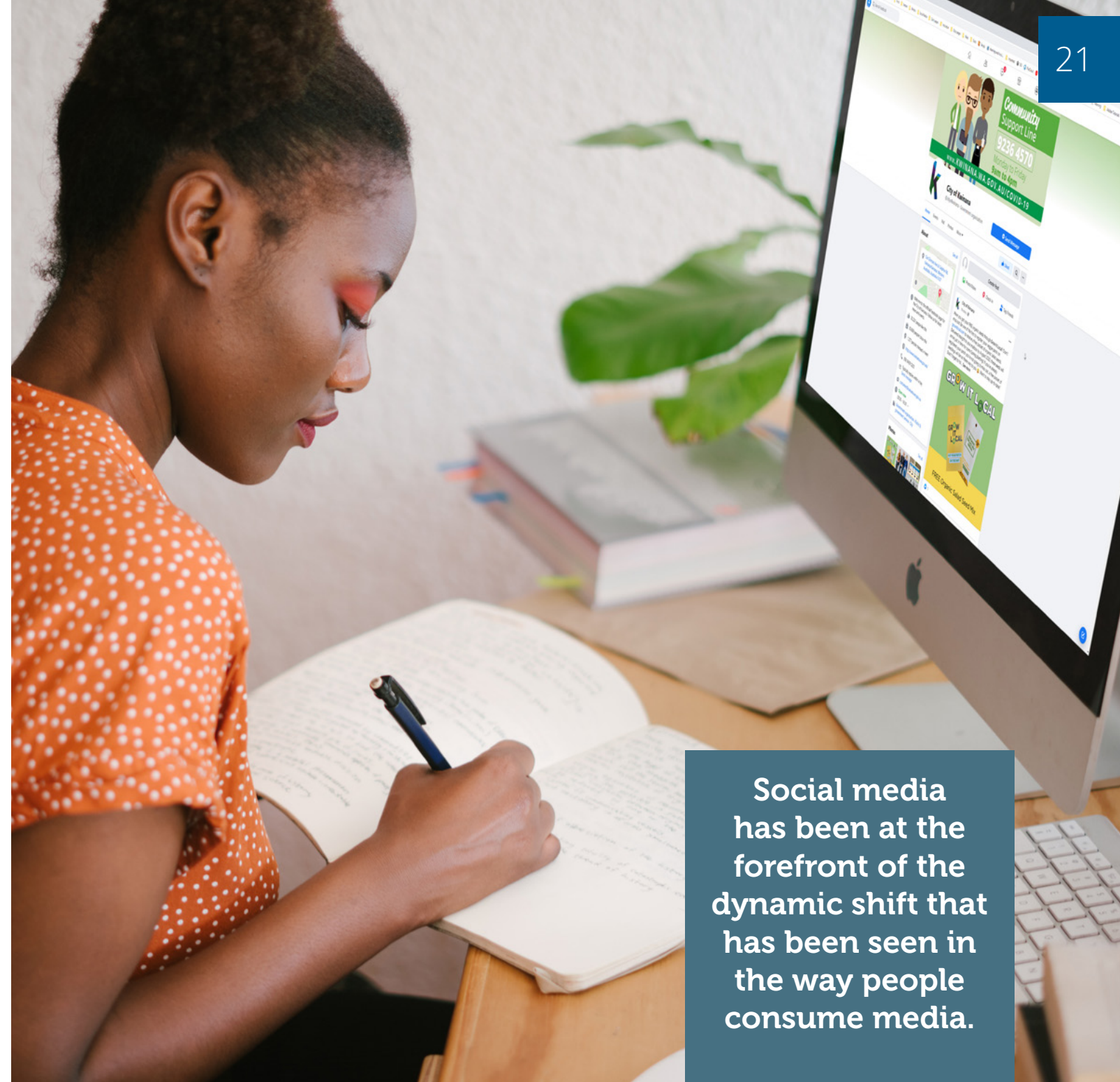
Social Media

Social media has been at the forefront of the dynamic shift that has been seen in the way people consume media. It provides businesses the opportunity to have meaningful two-way communication with their key stakeholders about products and services.

The City of Kwinana has previously had a fragmented approach to social media with the City having profiles on numerous social platforms, however, in some instances lacking the purpose, resources or technical ability to be able to successfully optimise the use of that platform to enhance engagement with followers.

The introduction of the City's Social Media Policy has helped to provide clarity and ensure that the City's social presence has been well considered in terms of the purpose of the platform and adequate resourcing with respect to timeliness, technical knowledge and capability in administering the platforms.

As such, the platforms and the organisation as a whole are now transitioning into a new phase to ensure that all social applications are well planned for and are being used in a way to help enhance their reach and level of engagement.



Social media has been at the forefront of the dynamic shift that has been seen in the way people consume media.

Critical to the success of these channels is the need for the City to improve digital engagement across all of its platforms. This means a shift away from social media for broadcasting towards using it as a platform for two-way interaction, adding value for the community by providing content that suits their needs, not just the needs of the City.

The City also needs to remain flexible in the fast-paced world of social media, ensuring that it continues 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.

Importantly, with current and future legislative requirements in mind, the City will continue to invest in Social Media Monitoring and Record-Keeping actions.

Recommendations:

1. Move towards conversational rather than broadcast style content.
2. Increase the amount of user-generated content across platforms.
3. Ensure content is insight-driven and based on what we know our customers and stakeholders want.
4. Ensure messages purposefully created and are targeted to the specific platform they are intended to run on.

Website

In today's climate an organisation's website is one of its main customer service channels – the City of Kwinana is no exception to this rule. The extent of information and the amount of services that the City is making available through its website is increasing, along with the community's expectation for more and more services and functionality to be available online. This results in the City increasingly driving people to access the website, via marketing and promotions of activities and events.

The City's primary website **www.kwinana.wa.gov.au** is one of the main sources for communicating City of Kwinana news and information out to the community, and receives over 10,000 pages views a week.

Modern usage trends are reflected in the Kwinana community's usage statistics, demonstrating that there is a high level of mobile (48.38%) and tablet (8.78%) preferences for accessing the City's site over desktop (42.84%).

A successful website experience for customers and staff is a result of many components that work together to contribute to overall and ongoing website outcomes. In 2018/19 the City took a holistic approach to create a new customer-focused website, which aims to deliver and maintain a great ongoing and relevant service experience for all.

The new website was launched in 2020, however the City still currently hosts a number of websites on behalf of the City, all through different CMS systems and hosted through a range of different providers.

Video

Through video, the City has the opportunity to inspire and connect authentically with our audience in useful and meaningful ways. Video does what text cannot. It creates immediate and real connectivity with audience members, who can provide reactions and comments in real time. It allows us to speak directly to our residents and build trust.

Furthermore, our residents are more likely to share video content – especially when we are open and honest with our communication – which broadens our audience beyond the City's boundaries.

However, in the past 15 years, the average attention span has gone from 12 seconds to 8 seconds, and if the video doesn't engage in the first 5-10 seconds, one fifth of the audience will be lost. This means that videos need to be kept simple, and production quality and technical aspects should be OK but don't need to be world-class. The focus should be on delivering an honest and useful message.

Online content is currently around 80 per cent video marketing and mobile consumption of video continues to rise annually. As such, video offers the best return on investment for marketing spend.



Spread evenly across the City's digital channel – our intranet, website, YouTube, Instagram and Facebook, video connect provide the City with a number of opportunities to inform and educate our community:

- **Internal Communications Channels** - The use of video at quarterly presentations is an excellent way to engage with internal staff and convey information in an entertaining manner. The intranet provides the opportunity for staff to share amateur videos content of activities that they have completed around the City.
- **Facebook and Instagram** - Video campaigns are the most successful means of reaching audiences on social media. Use of video can include livestreaming events, video footage of events (to promote upcoming activities or to promote work done by the City) and instructional animations are all readily consumed on social media. Furthermore, campaigns and videos used on social media can also be posted to the City's YouTube channel.
- **City of Kwinana YouTube channel** - Instructional and informational campaigns can be created for the City regarding issues such as pet registration, rates and waste management. All video content should be added to the City's YouTube channel, which will over time help the City to build a branded portfolio on YouTube that can be cross-referenced with links to the City's website and social media platforms.

- **Website** - 98% of internet users say they have watched an explainer video to learn more about a product or service. Government websites are notorious for containing too much information, making it difficult to find, use and understand. Almost every service on the City's website could be accompanied by a 'how-to' video, to make our residents' lives easier by giving them what they are looking for at the right time, such as step-by-step instructional videos (example: how to apply for a grant).

10.2 MEDIA AND ADVERTISING

The City of Kwinana takes a systematic approach to information distribution via print media, radio and television.

The Marketing and Communications team nurtures relationships within the City to ensure that all newsworthy events are captured and promoted to residents. The City maintains a database of current media contacts and regularly distributes media releases to these contacts as news stories emerge. Marketing and Communications staff nurture personal relationships with journalists, particularly those who write for local newspaper, the Sound Telegraph.

Regular photo opportunities and high quality photographs are distributed to media whenever the City conducts a major event or announces a major milestone. This ensures that the written content has a better chance of

being picked up by the relevant media outlet. The same principle applies for video and audio content.

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 are being promoted and shared to the wider community.

The Marketing and Communications team works closely with internal service areas to identify potential newsworthy stories. Given that mainstream media is often under pressure to provide more and more content, the City has found that this proactive approach to media outlets ensures that projects and events are covered without the high cost of advertising.

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 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.

Advertising - Print

The City recognises that there is still a benefit to disseminating messages over which the City has full control. This has led to the creation of a fortnightly branded 'advertorial' that is run in the Sound Telegraph local area newspaper on behalf of the City.

The fortnightly advertorial is paid placement, combining promotion, public notices and general information that is relevant for that period. The advertorial process requires forward planning from the Marketing and Communications team but provides significant savings over ad hoc bookings. Urgent public notices that are required under law, contract and employment advertisements fall outside of the advertorial arrangement.

10.3 DESIGN (STYLES AND STANDARDS)

Consistency plays an important role when it comes to visually portraying the City's brand and its sub-brands. The City's Brand Style Guide outlines the City's brand hierarchy as well as the appropriate application of the City's brand across a varied range of collateral including (but not limited to):

- Posters, brochures and flyers;
- Webpages and digital graphics;
- Maps, diagrams and infographics;
- Logos, branding and visual elements;
- Reports, corporate and strategic documents; and
- Promotional materials.

The Marketing and Communications team ensures that the City's Brand Style Guide is used to correctly develop a huge range of high-impact information and marketing materials, both in print and online.

This ensures that our marketing materials have a high level of visual impact, clear messaging and fast turn-around times. Additionally it ensures that the City's brand has a high level of versatility so that it can be applied across a broad mixture of traditional marketing channels such as newspaper adverts and leaflet drops alongside digital and social media channels.

In the near future, the City's brand will start to shift from traditional marketing collateral to more digital applications. This will require consideration of online design applications and digital delivery (e.g. small print runs). Documents will also move towards having more interactive content, animations will replace static graphics and webpages will become increasingly visual and sophisticated.

To complement this approach, the City has consciously built and maintained an up-to-date and appropriately catalogued image library as well as a catalogue of design and visual elements.

The Marketing and Communications Team proactively monitors the media inbox and seeks to turn around media enquiries as quickly as possible.





Recommendations:

1. Enhance the City's brand by identifying opportunities to focus on branding campaigns that compliment the promotion of programs and services.
2. Review and modernise a number of the City's sub-brand logos.
3. Ensure a branding hierarchy structure remains in place and any new brand requests are thoroughly considered to ensure marketing outcomes are optimised.
4. Support digital campaigns with more custom-designed visual content (e.g. developing infographics to support social media content).

The City will continue to employ a full-time in-house graphic designer but may look to a brand management consultant if any of its logos require extensive alteration.

10.4 INTERNAL COMMUNICATIONS

Effective internal communication is an integral part of a successful organisation. The function of internal communications is to provide cohesive and controlled information through various internal communications channels to reach staff and relay consistent information.

Effective internal communications encourages a high level of employee engagement and when implemented successfully can result in better communication and an improved organisational culture that focusses on connecting with staff.

The City undertook a review of its internal communications channels in 2018 and through the Internal Communications Framework, has identified ways that the channels best suited to the needs of the organisation are being used in the most effective way possible.

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:

1. **Quarterly 'Town Hall' Celebrations** – a mass communications channel, held four times throughout the year, with key staff giving short presentations to attendees. The presentations aim to keep all staff informed at regular intervals about key corporate information, the services being provided by different areas, key major

projects and to provide a public forum for reward and recognition. A depot-specific event will be held on the same day to ensure that 'non-office' staff have the opportunity to stay informed.

2. **Intranet** – the City has engaged its website developer to establish an online portal that helps to provide computer-based staff with timely internal communications such as having staff news, access to a staff directory, internal service requests and information, and many other corporate documents, and information that can be accessed at any time. The cost of this project is covered under previous marketing budgets.
3. **Weekly CEO message or video** - A personalised weekly message from the CEO to update all staff on time-relevant need-to-know corporate information as well as fun nice-to-know staff-related information. The delivery will alternate between email and video and aims to foster a sense of organisational culture and community.
4. **Team Meetings** - Monthly, team-specific based content that aims to generate discussion and outlines actions for individual teams. Team meetings 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 unchanged.

While supervisors and the Marketing and Communications team play an important role in internal communications, so does each and every staff member. Moving forward, it is important that the City continues to provide opportunities for staff to be able to keep each other informed of important corporate information.



10.5 CAMPAIGNS

The City is looking to run a number of long-term campaigns to continually promote the City of Kwinana brand and to reinforce key organisational messages.

The campaigns will occur in an ongoing manner and look to leverage opportunities that may present themselves that align to the key messages of the campaigns.

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

(i) Destination Marketing

There are few places in Australia like Kwinana, that can successfully combine a powerhouse industrial precinct, like the Kwinana industrial Area, stunning natural bushland and lush green open spaces, with one of the fastest growing residential populations in the county.

Having invested millions of dollars in upgrades to the City in recent years, including new infrastructure, revitalised suburban centers and community meeting places, Kwinana has cemented itself as a desirable destination which is just a short drive from the Perth CBD.

It's for these reasons that the City wants to attract visitors to Kwinana to help stimulate the local economy, encourage diversification and dispel any negative perceptions people might hold about the City of Kwinana.

The destination marketing campaign aims to:

- Create global interest in the City of Kwinana, and particularly the Kwinana Industrial Area, as an opportunity for global industrial investment initiatives.
- Create regional interest in the City as a tourist destination and attract visitors to explore key attractions within the City.
- Create awareness and promote the City's premier destination and events as State attractions including the Adventure Playground, the Edge Skate Park and the City's major community event.
- Empower residents to be champions for the City of Kwinana.

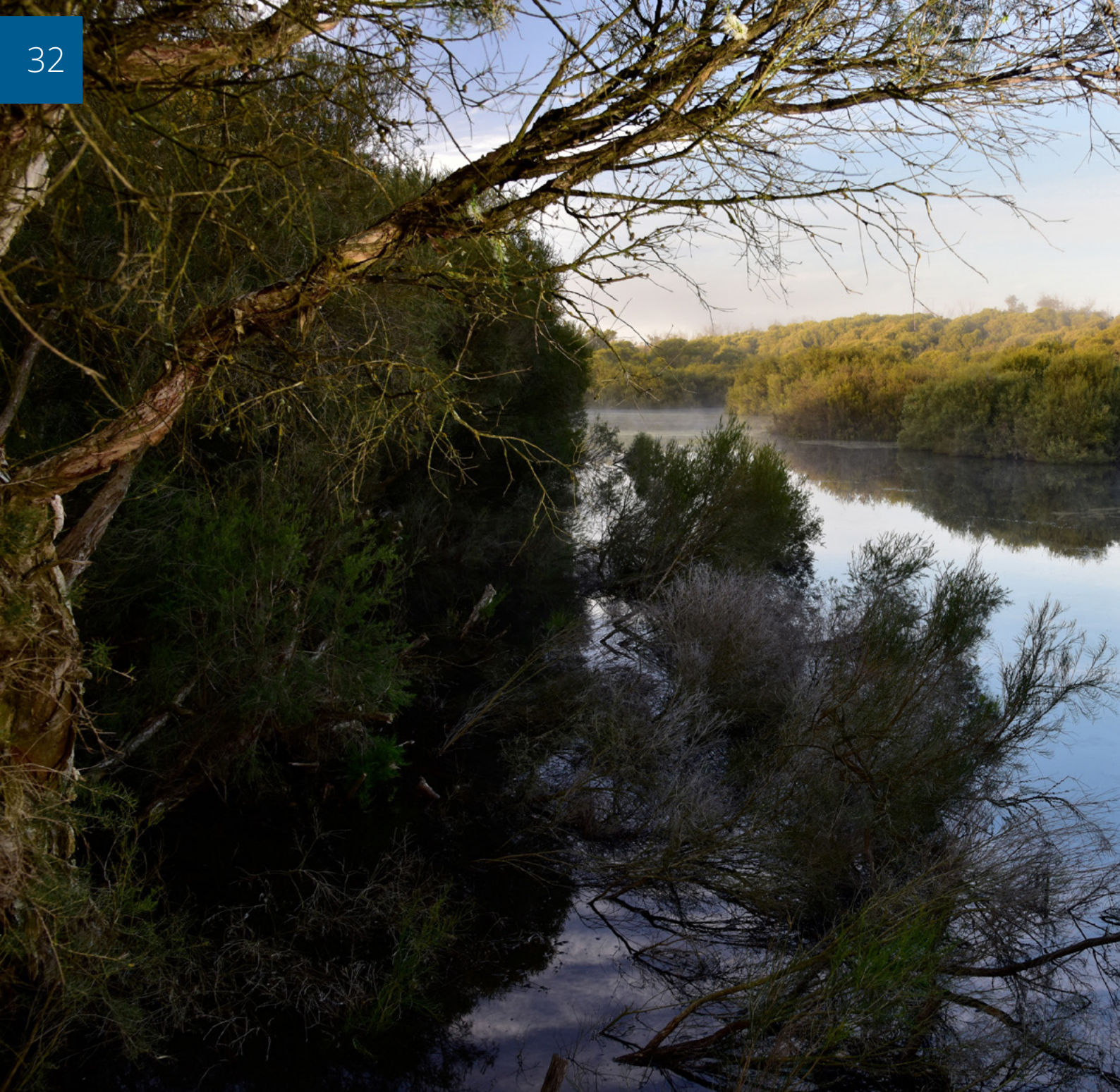
(ii) Council Decision Making

The primary purpose of the Council Decision Making campaign is to create an understanding within the Kwinana community of the bureaucratic process the Council upholds in order to represent the collective interests of the community, and the measures the City adopts to ensure that fair and diplomatic decisions are made in the best interests of the Kwinana community.

This campaign has strong synergies with the local government election process, which presents a great opportunity to educate residents not only about the process of council but the importance of voting and participating in the Local Government Election.



There are few places in Australia like Kwinana... with one of the fastest growing residential populations in the county.



The council decision making campaign aims to:

- Educate the City of Kwinana community about the democratic process
- Educate potential candidates about what is involved in becoming an Elected Member
- Encourage knowledgeable, connected and true community advocates to run for Council.
- Encourage residents to be informed about the local election process and to vote.
- Promote and inform the community about Council decision-making.

(iii) 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 showcasing what the City does and the benefit that the service is able to add to the community.

This campaign presents an opportunity to leverage of 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.
- 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.

10.6 ACTION PLAN

1. Optimise the City's Use of Social Media Platforms

Action		Detail	Budget	Resource	Timeframe
1.1	Increased use of video and other visual content	Ensure good quality video, animation, infographics and other images are being used across social media platforms	\$50,000 p/a first year, develop in-house skills over time until all costs are absorbed	In-house Graphic Designer and Digital Communications Officer	Skills Development 12-24 months, activity ongoing
1.2	More social stories	Create a more engaging conversation through live feeds, social stories and 'real people' interacting with the community	In-house	Digital Communications Officer	Ongoing
1.4	More targeted communications	Utilise audience profiles to ensure the right message gets to the right audience	In-house	Digital Communications Officer	Ongoing
1.5	Increased use of social media advertising over traditional media	Ensure Marketing spend moves deeper into the digital space (preferred by most of our community members) with time	In-house	Digital Communications Officer	Ongoing



2. Optimise the City's website

Action		Detail	Budget	Resource	Timeframe
2.1	Create a seamless website across all City services	Continue to integrate the City's sub-sites of Bright Futures Childrens Services and Recquatic into main site	\$100,000 over three years	External provider	2021-2023
2.2	Additional functionality on City's main website	Electronic Direct Mail, Customer Relationship Managemenet, Knowledge Base and Chat Functions	\$50,000 over three years	External provider	2021-2023
2.3	Increase 'self-service' capabilities for community members and stakeholders	Digitise processes where possible to allow an increased level of self-service	In-house	Digital Communications Officer	Ongoing

3. Increase the City's use of modern media tools

Action		Detail	Budget	Resource	Timeframe
3.1	Increased Video Content on all City platforms	Work with each business unit to identify opportunities for video content that is educational, instructional or informative	See Action 1.1	In-house Graphic Designer and Digital Communications Officer	Ongoing
3.2	Animation	Continue to develop in-house skills of Graphic Designer and utilise skills in campaigns	In-house	Graphic Design	Ongoing
3.3	Sophisticated Campaigns for important messages	Create mini-series or a set of informational videos for campaigns such as ‘Our Waste, Our Way’ where budget allows	Approximately \$20,000 per campaign	External studio	Once every 2-3 years

4. Improve use of traditional media

Action		Detail	Budget	Resource	Timeframe
4.1	Centralise all advertising	Utilise WALGA pricing to reduce cost and waste	(reduction in overall costs by approximately \$25,000 p/a)	Manager Customer and Communications	Late 2021
4.2	Proactively identify media opportunities	Generate at least 5-8 media releases per month and pitch for coverage over ad spend	n/a	Marketing and Communications Coordinator	Ongoing
4.3	Modernise approach to traditional media outlets	Consider digital and visual supports to enhance media release	In-house	Marketing and Communications Coordinator	Ongoing

5. Improve Internal communications at the City

Action		Detail	Budget	Resource	Timeframe
5.1	Check in with staff	Conduct short surveys twice yearly to ensure that all staff feel as though they access the information they need to do their job and feel good at work	Nil	Marketing and Communications Officer	Twice yearly
5.2	Intranet	Improved intranet that reflects the City's new website and better enables cross-team functionality and access to project updates	(covered in 2020 website project budget)	Digital Communications Officer	Late 2021
5.3	Connect with field staff	Encourage connection with 'non-computer' and casual staff through quarterly 'Town Hall' information sessions with CEO	Nil	Marketing and Communications Officer	Quarterly

6. Campaigns

Action		Detail	Budget	Resource	Timeframe
6.1	Destination Marketing	A professional State-wide marketing campaign designed to lure people for work and leisure by showcasing highlights of the area	Approximately \$50,000	External agency	2022-23
6.2	Council Decision Making (Local elections)	Adjust existing campaign created for last local election	Approximately \$1000 per year - \$3000 total	Marketing and Communications Coordinator	2021, 2023 and 2025
6.3	Your City Services	Campaign explaining all facets of City offerings and how they fit into 'the big picture'	In-house	Marketing Team	Commencing late 2021, then ongoing



11.

Evaluation and Measurement

Reporting on the progress of the recommendations in the Communications Plan 2020-2025 will be via quarterly reports to Executive and Elected Members through the 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).





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