



Communications and Engagement Strategy 2018-2022

Prepared for: City of Bunbury

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Table of contents

1	Executive Summary	3
2	Introduction	6
3	Links to the Strategic Community Plan and Code of Conduct	7
4	Current Situation	8
5	Communications and Engagement Vision	9
6	Guiding Principles	10
7	Communication and Engagement Objectives	11
8	Audience	12
9	Key Messages	13
10	Strategic Campaigns	14
11	Channel	15
12	Resourcing the Strategy	20
13	Action Plan	21
14	Measuring Success	23
15	Reporting	27

1 Executive Summary

Communication is essential for the City's success.

The Communications and Engagement Strategy has been developed to provide guidance around the City's communication objectives, audience, key messages, channel and resourcing.

Communications and Engagement Vision

By 2022, the City of Bunbury wants to be recognised for adopting creative and proactive approaches to reach and engage audiences with clear, authentic, persuasive and consistent messages that build excitement about Bunbury.

Guiding Principles

The City of Bunbury has eight guiding principles for effective communication and engagement:

1. Demonstrate a strong commitment to communications across all levels and teams.
2. Allocate adequate time and resources to communications and engagement.
3. Commitment to engage early.
4. Assist stakeholders to provide informed opinions by providing supporting information.
5. Be proactive, clear, consistent and relevant.
6. Be accessible to all members of the community.
7. Be open and accountable.
8. Close the loop; communicate how feedback has been used to support decisions.

Communication and Engagement Objectives

The City has four core communication and engagement objectives:

1. Increase awareness
2. Increase knowledge and understanding
3. Change attitudes (i.e. gain acceptance)
4. Change behaviours (i.e. build commitment)

Strategic Campaigns

Strategic campaigns address the highest priority objectives and are reviewed by the City annually. The City has identified five strategic campaigns for 2018:

1. Increase pride in Bunbury.
2. Increase awareness and support for the City's vision.
3. Increase awareness of major projects and how the City is progressing with milestones.
4. Cultivate a 'can do' culture.
5. Increase internal awareness and commitment to the Communication and Engagement Strategy.

Audience

The City of Bunbury acknowledges the benefits and value of identifying and considering unique communication needs and preferences among different audiences and aims to customise communications whenever it is viable.

Key Messages

At present, a majority of the City's messages are operational and reactive. This Strategy aims to shift the balance towards more strategic and proactive messages with greater relevance, interest, clarity, consistency and credibility. The City will work to strengthen credibility by demonstrating expertise, providing proof points and building stronger relationships. The City will also **take control of its narrative** by sharing positive stories that enhance the City's reputation.

Strategic Campaigns	Key Messages	Proof Points
Increase pride in Bunbury.	Bunbury has award winning bars and hotels. There are many exciting events, experiences and projects happening in Bunbury. Bunbury is an excellent place to live, work and visit.	Awards Testimonials MARKYT® benchmarks
Increase awareness and support for the City's vision.	Bunbury is the capital city of the South West region (the State's second city). Bunbury has a strong and diverse economy. Bunbury offers a safe, friendly and vibrant lifestyle. Bunbury has an attractive natural and built environment.	Economic indicators Social indicators Community perceptions
Increase awareness of major projects and how the City is progressing with milestones.	Transforming Bunbury's Waterfront CBD Revitalisation Civic and Cultural Precinct Water Playground Hay Park South Multi-Sports Pavilion Bunbury Racecourses Local Area Plan	Evidence of projects progressing (i.e. short videos) Project awards
Cultivate a 'can do' culture.	We have a 'can do' culture. People are empowered to find and suggest solutions.	Annual CEO/Mayor Awards Testimonials Smart City Innovation Group outcomes
Increase internal awareness and commitment to the Strategy.	The City has a new strategy to improve the effectiveness of communications. Everyone is responsible for improving communication.	Communications & Engagement Strategy 2018-2022

Channel

Multiple channels will be used as different people have different ways of absorbing information and repetition increases the chance of the information being absorbed. When deciding which channel is best, it is essential to consider is it fit for purpose based on the following factors:

Fit for Purpose Factors	Considerations
Objectives	Does the approach align with the communication objectives?
Engagement type	Is the City seeking to inform (one way communication) or to engage (using two way communications)?
Audience	What are the target audience characteristics and preferences?
Data requirements	Qualitative vs quantitative and simple vs complex requirements?
Level of confidence	What level of confidence is needed for the decision being made?
Representation	Will the approach attract a representative sample?
Timing and resources	Does the City have sufficient time and funding?

Resourcing the Strategy

The Manager Tourism, Events & Promotions (under the Director Corporate and Community Services) oversees the Communications Team which consists of 2.0 full time equivalent (FTE) employees, plus employees completing the equivalent of 2.0 FTE worth of marketing in other City owned and operated facilities.

The City will consider appointing a senior communications specialist to drive the Communications and Engagement Strategy. A business case will be developed to fully consider the need for this role and any supporting roles necessary to achieve the objectives of the Communications and Engagement Strategy, and ultimately the City of Bunbury's vision in the Strategic Community Plan.

Action Plan

Section 13 of this Strategy includes 22 recommended actions to improve communications and engagement. Actions include employee training workshops to raise awareness of communication tools, developing a program to reinforce positive behaviour and hold people accountable for non-compliance, development of a Brand Strategy, stakeholder relationship management, and the development of detailed Marketing and Communication Plans for the Strategic Campaigns.

Measuring Success

The City will measure and report on communication and engagement related key performance indicators (KPIs) from the Strategic Community Plan, as follows:

Strategic Community Plan KPIs	<ol style="list-style-type: none">1. Satisfaction with Council's engagement processes2. Satisfaction with Council's decision making3. Community and stakeholder participation in forums and workshops
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Section 14 provides a more comprehensive framework for evaluating performance.

Reporting

Annually, the Manager Tourism, Events & Promotions will report on progress against the Action Plan and Key Performance Indicators. The report will be presented to the Executive Leadership Team.

The Communications and Engagement Strategy will be reviewed once every four years. The next review will occur in 2022.

2 Introduction

The City of Bunbury is working towards the following vision.

Vision

Bunbury: welcoming and full of opportunities.

In working towards this vision, the City communicates with a broad range of audiences, including Elected Members, members of the general community, rate payers, visitors, local businesses, community organisations, Federal and State Government, other Local Councils, and City of Bunbury employees and volunteers.

Communication is essential for the City's success.

To engage effectively, communication is a two way process. A sender must encode a message by converting an idea into words or images and a receiver must decode the message by interpreting its meaning. Interference comes in many forms and can affect the quality of communication.

“The single biggest problem in communication is the illusion that it has taken place.”

- George Bernard Shaw

The City of Bunbury's Communications and Engagement Strategy has been developed to provide guidance around:

- Objectives - why does the City communicate?
- Audience - who does the City need to engage with?
- Messages - what does the City need to communicate and engage about?
- Channel - what is the best way to reach one another?
- Resources - how can the City make best use of resources to communicate effectively?

Within this strategy, communications encompasses a range of areas, including:

- brand development
- reputation management
- public relations
- marketing
- promotions
- communications
- social media relations
- customer service
- stakeholder engagement

The last point, stakeholder engagement, covers various levels of communication from information, involving one-way communication, to consultation and active involvement in decision making, involving two-way communication.

3 Links to the Strategic Community Plan and Code of Conduct

The Communications and Engagement Strategy will assist the City to achieve corporate objectives in the organisation's Strategic Community Plans. Relevant objectives in the City's current Strategic Community Plan 2018 – 2028 are as follows, however it is noted that these are subject to change based on content in future Plans:

Strategic Community Plan 2018 - 2028	Theme 4: Our City
	Goal: Civic leadership, partnerships and sound governance in delivery with and for the community. Communication related objectives:
	4.1 A passionate advocate for the community, with strong partnerships to amplify the outcomes that can be achieved
	4.2 A highly-engaged and involved community, working together on strategy development and implementation
	4.3 Trusted leadership and robust decision-making
4.4 A skilled organisation, which exercises responsible asset stewardship, sound financial management and exemplary customer service	

The Communications and Engagement Strategy has also been developed to assist employees to comply with the **2017 Code of Conduct**. This code requires Elected Members, Committee Members and Employees to work ethically with the community by:

- Engaging with the community. The City strives to meet the environmental, economic and social needs of the community. Representatives must be responsive to community needs, treat people with courtesy and sensitivity. The City is to have effective communications and protocols, internally and externally and be open to, and encourage feedback from the Community and interested parties. Services are to be delivered professionally and effectively, responding quickly with a willingness to be flexible where necessary. Allowances and adjustments must be made to communicate with people from different linguistic and cultural backgrounds.
- Contact with the community. Elected Members, Committee Members and Employees must make every effort to be positive, helpful and effective when communicating with the community. Elected Members represent the community on various issues and present their position at Council meetings. It is therefore important for representatives to ensure decisions, processes and policy information which affect the community are communicated accurately and in a timely way; and confidential information remains confidential unless it is determined by law or otherwise that release of the information is appropriate.

4 Current Situation

The following SWOT analysis takes into account internal strengths and weaknesses that relate to communications, along with an assessment of external opportunities and threats relating to communications within the context of political, economic, social, technological, legal and environmental factors.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Senior level commitment to improve stakeholder engagement, marketing and communications. • Professional, hard-working communications team. • Overall MARKYT® Place Index Score = 66, on par with the industry average. • Overall CULTYR® Workplace Index Score = 72, 3 index points ahead of the industry average • Have a Project Management Plan template that incorporates stakeholder engagement and the need to complete a Marketing and Communication Plan. • Have a Marketing and Communications Plan template with evidence it is being used for more recent projects (i.e. CBD Activation and CBD Parking). • Have a brand style guide with strong brand alignment for more recent projects. • Good development and execution of key messages at the project and operational level. 	<ul style="list-style-type: none"> • No overarching brand strategy. • Lack of strategic campaigns to support corporate and brand level objectives, including communication of the vision. • Compliance with communication tools (Code of Conduct, Project Management Plan, Marketing and Communications Plan template, Brand Style Guide, etc). • Conducting project reviews on completion to identify opportunities to improve. • KPI measurement and reporting against communication objectives. • Inconsistent application of brand style guide. • Usefulness of Strategic Community Plan for staff. • Community perceptions about how they are informed and consulted about what's happening in the local area and reasons for decisions (closing the feedback loop). • Organisation team spirit. • Internal communication - vertical and horizontal communication (silo mentality). • Resources are stretched.
Opportunities	Threats
<ul style="list-style-type: none"> • Develop an overarching brand strategy. • Create and share the City's Brand Story. • Improved stakeholder management (stakeholder database, integrated CRM systems, etc). • Greater segmentation and customisation of communication and engagement experiences to meet different audience requirements. • Use of digital innovations (such as engagement websites, online news channels, Yammer, etc). • Improved use of social media, guerrilla advertising, etc. to reach target audiences. • Extend free WiFi across the City. 	<ul style="list-style-type: none"> • Global climate of fear and low trust in government and politicians. • Growing privacy concerns (Privacy Act). • Economic hardship and access to resources. • Fast pace of change. • Digital disruption. • Growth and fragmentation of media channels. • Being a local government authority (bureaucratic / slow to respond). • Enduring stigmas / negative place perceptions. • Apathy (people not buying into the vision or engaging in council activities). • Growing community expectations. • Brand confusion: City of Bunbury vs Bunbury Geographe vs City of Busselton Geographe Bay.

5 Communications and Engagement Vision

The City of Bunbury is striving to achieve the following vision for communications:

By 2022...

The City of Bunbury is recognised for using creative and proactive approaches to reach and engage audiences with clear, authentic, persuasive and consistent messages that build excitement about Bunbury.

The appointment of a senior level executive in economic development and communications has strengthened the strategic focus in this area and alignment with priorities in the Strategic Community Plan.

A team of communication specialists is helping the City to be more effective in meeting its strategic and operational objectives. The team offers expertise and support with:

- Brand and Reputation Management
- Economic Development and Destination Marketing
 - Event Management and Promotion
- Public Relations, Marketing and Communications
 - Social Media
- Information and Communications Technology (ICT)
 - Customer Database Management
- Stakeholder Management and Engagement
- Internal Communications and Cultural Change
 - Customer Service

The City is taking control of its own narrative through the delivery of key messages that support the City's vision and strategic direction. It is invested in sharing stories to help people to see that:

Bunbury is the capital city of the South West region.
Bunbury has a strong and diverse economy.
Bunbury offers a safe, friendly and vibrant lifestyle.
Bunbury has an attractive natural and built environment.

Communications Vision



Invest in Bunbury

Prime oceanfront and CBD lots available. WA's second capital city. Seize the Opportunity.

6 Guiding Principles

Guiding principles¹ guide an organisation throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.

The City of Bunbury has the following guiding principles for communications:

1. Demonstrate a **strong commitment** to communications across all levels and teams.
2. Allocate **adequate time and resources** to communications and engagement.
3. Commitment to **engage early**.
4. Assist stakeholders to provide **informed opinions** by providing supporting information.
5. Be **proactive, clear, consistent and relevant**.
6. Be **accessible** to all members of the community.
7. Be **open and accountable**.
8. **Close the loop**; communicate how feedback has been used to support decisions.

¹ <http://www.businessdictionary.com/definition/guiding-principles.html>

7 Communication and Engagement Objectives

In support of corporate objectives contained within the City's Strategic Community Plans, the organisation has four core Communication and Engagement Objectives:

Objectives

1. Increase awareness
2. Increase knowledge and understanding
3. Change attitudes (i.e. gain acceptance)
4. Change behaviours (i.e. build commitment)

Communication objectives are two way. For example, the City seeks to increase community awareness of Council's messages, services and facilities using **informing strategies**. At the same time, it seeks to increase awareness and understanding of community needs and priorities using **consultation** strategies. In another example, the City aims to change community attitudes and behaviours (i.e. encouraging more recycling) while also seeking community feedback to change its own attitudes and behaviours (i.e. finding ways to improve customer service).

On an annual basis, the City of Bunbury will map **specific** and **measurable** communication objectives to align with the City's Strategic Community Plan and to reflect current community and organisational needs. Examples of areas to consider when developing communication objectives are provided below:

Increase awareness	<ul style="list-style-type: none"> • Key messages • Services, facilities, events and major projects • Plans, strategies, codes and guidelines
Increase knowledge and understanding	<ul style="list-style-type: none"> • The City's vision for the future • Council's role, systems, processes and procedures • Stakeholders' needs and aspirations
Change attitudes	<ul style="list-style-type: none"> • Brand perceptions (Bunbury is an excellent place to live, work and visit) • Sustainability attitudes (towards waste, energy, water, bushland, etc.)
Change behaviours	<ul style="list-style-type: none"> • Sustainable behaviours (increase recycling, reduce water usage, etc) • Attendance at events • Participation in community and employee engagement activities

Annually, the City will agree on the highest priority communication objectives and develop strategic campaigns. The strategic campaigns for 2018 are:

Strategic Campaigns

1. Increase pride in Bunbury.
2. Increase awareness and support for the City's vision.
3. Increase awareness of major projects and how the City is progressing with milestones.
4. Cultivate a 'can do' culture internally.
5. Increase internal awareness and commitment to the Communication Strategy.

8 Audience

The City of Bunbury acknowledges the benefits and value of identifying and considering unique communication needs and preferences among different audiences.

Key audience groups have been defined as follows:

Internal Stakeholders	External Stakeholders	
<ul style="list-style-type: none"> • Elected Members • Executive Leadership Team • Staff • Volunteers • Reference and advisory groups • Contractors 	<ul style="list-style-type: none"> • Ratepayers • Residential • Commercial • Residents • Children • Youth • Families • Seniors • Disability • Cultural and Linguistically Diverse • Aboriginal and Torres Strait Islander (ATSI) • Economic disadvantage • Customers • People who work in the area • Business owners and managers 	<ul style="list-style-type: none"> • Visitors • Domestic • National • International • Investors (current and potential) • Business associations • Peak bodies • Trade unions • Community groups • Special interest groups • Local associations • Local schools / universities • Other local councils • Government (State and Federal) • Politicians • Media • Suppliers

Within each of these groups, the City realises that communication needs may vary by individual characteristics such as age, gender, ethnicity, education, disability, access to technology and personal preferences.

Where viable, communications are customised to meet individual needs and preferences.

9 Key Messages

For communication to be effective, key messages must be:

- Relevant and interesting
- Clear and consistent
- Credible, believable and persuasive

The City will work to strengthen credibility by demonstrating expertise, providing supporting evidence (i.e. 'proof points') and building relationships (i.e. being more likeable).

The City of Bunbury communicates about a broad range of topics, including:

- Leadership and strategic planning
- Destination marketing and economic development
- City services, products and experiences
- Major projects
- News and events
- Culture and change
- Advice and legislation
- Requests and approvals
- Tenders, quotes and offers
- Funding and grants
- Customer service and general support

Within each of these areas, key messages may be classified as:

- Strategic (i.e. destination marketing) or operational (i.e. customer service requests)
- Proactive (i.e. messages about the City's vision) or reactive (i.e. crisis communications)
- Outward or inward (i.e. flow of communication between the City and external stakeholders)
- Vertical (i.e. messages that go upwards or downwards within the organisation)
- Horizontal (i.e. messages that travel between teams or individuals across the organisation)

At present, a majority of the City's messages are operational and reactive. However, the City would like to shift the balance with a **greater focus on strategic and proactive messages**.

"If the City doesn't share its good news stories, who will?"

This question is of great importance. People who are disenfranchised are quick to share negative stories. Negative stories take on a life of their own, creating misconceptions that are hard to change. Through the Communications and Engagement Strategy, the City of Bunbury will **take control of the positive narrative**, delivering messages that support the City's vision and strategic direction. The City will proactively broadcast a calendar of good news to enhance the City of Bunbury's reputation as a great place to live, work and visit.

"Stories constitute the single most powerful weapon in a leader's arsenal."

- Dr. Howard Gardner, Professor Harvard University

10 Strategic Campaigns

To help key messages cut through, the City will identify a limited number of strategic campaigns each year to address the highest priority communication and engagement objectives.

2018 Strategic Campaigns are provided below with examples of key messages and proof points to support these campaigns. The City will develop detailed Marketing and Communication Plans in support of each of these campaigns. While the objectives of some campaigns may be achieved within 12 months, others may continue to be a strategic priority for a number of years.

Strategic Campaigns	Key Messages	Proof Points
Increase pride in Bunbury.	Bunbury has award winning bars and hotels. There are many exciting events, experiences and projects happening in Bunbury. Bunbury is an excellent place to live, work and visit.	Awards Testimonials MARKYT® Community Scorecard and benchmarks
Increase awareness and support for the City's vision.	Bunbury is the capital city of the South West region (the State's second city) Bunbury has a strong and diverse economy. Bunbury offers a safe, friendly and vibrant lifestyle. Bunbury has an attractive natural and built environment.	Economic indicators Social indicators Community perceptions
Increase awareness of major projects and how the City is progressing with milestones.	Transforming Bunbury's Waterfront CBD Activation Civic and Cultural Precinct Water Playground Hay Park South Multi-Sports Pavilion Bunbury Racecourses Local Area Plan	Evidence of projects progressing (i.e. short videos) Project awards
Cultivate a 'can do' culture.	We have a 'can do' culture. People are empowered to find and suggest solutions.	Annual CEO/Mayor Awards Testimonials Smart City Innovation Group outcomes
Increase internal awareness and commitment to the Communication Strategy.	The City has a new strategy to improve the effectiveness of communications. Everyone is responsible for improving communication.	Communication Strategy 2018-2022

11 Channel

“How well a message is communicated is as important as the message itself.”²

Multiple channels are vital as different people have different ways of absorbing information and repetition increases the chance of the information being absorbed.

When deciding which channel is best, it is essential to consider is it **fit for purpose**.

Fit for Purpose Factors	Considerations	Example
Objectives	Does the communication or engagement channel align with the objectives?	Is the intent to raise awareness, develop knowledge and understanding, influence attitudes or change behaviour?
Engagement type	Are you seeking to inform (one way communication) or to engage (two way communications)?	The table overleaf provides a list of channels the City uses to inform and engage stakeholders.
Audience	Who are you engaging? How do they prefer to engage? What are their demographic characteristics, accessibility factors (i.e. disability, language, age, transport, etc), and digital readiness and comfort levels?	Younger people may consume messages differently to older people. You may need to consider a different approach for people with a disability or a cultural or language barrier.
Data requirements	Does the City require qualitative vs quantitative measures OR simple vs complex requirements?	Is the City seeking to explore how people feel or behave, and the motivators and barriers for change, OR does the City want to count how many people think / behave in certain ways?
Level of confidence	What level of confidence is needed for the decision being made? How many people does the City need to hear from?	Does the City need the sampling error to be within $\pm 5\%$ at the 95% confidence interval? Or would $\pm 10\%$ at the 95% confidence interval suffice?
Representation	How will the City attract involvement from a representative sample of the community when conducting engagement activities?	When making decisions, it is better to hear from a representative sample of 400 people, than a biased, non-representative sample of 2,000 people. If the sample has an age bias, for example, consider weighting the data to reflect the population profile.
Timing	How much time do you have to complete the project? Is the project urgent?	Do you have multiple non-urgent messages that could be combined into one newsletter or survey?
Resourcing	Considering human and financial resources; what can you afford?	Can you afford a census or will a sample suffice?

² <https://blog.enplug.com/internal-communications-best-practices-2017>

The following table describes some of the key channels and tools that support communication and engagement across the City of Bunbury. The City encourages employees to consider new and innovative ways of communicating and engaging with stakeholders. If employees would like to suggest new channels, they are invited to discuss these ideas with the Media and Communications Officer.

Channel	Description	Audience	Format	Type of engagement
Strategic Community Plan	Shares the community's aspirations and priorities; describing the vision, objectives, strategies and KPIs.	All	Electronic Print	Inform
Corporate Business Plan	Communicates how the City will resource and activate objectives outlined in the Strategic Community Plan.	Internal	Electronic Print	Inform
Annual Report	Communicates how the City has performed against financial and non-financial indicators.	All	Electronic Print	Inform
Project Management Plan template	A template to assist with development and management of projects.	Internal	Electronic	Inform
Marketing and Communications Plan template	A template to assist with the development and management of marketing and communications.	Internal	Electronic	Inform
Brand Style Guide	Guidelines to encourage consistent use of City of Bunbury branding.	Internal	Electronic	Inform
Website	Primary source for providing information and engaging with internal and external stakeholders.	All	Electronic	Inform
Social Media (Facebook, Twitter, Instagram, YouTube, LinkedIn, TripAdvisor, etc)	Supports more timely and targeted communication with selected audiences. Please refer to <i>Corporate Guidelines Social Media</i>.	All	Electronic	Engage
Video messages	Short videos are an effective way to communicate key messages. Video may be shared by Multimedia Messaging Service (MMS), social media channels, websites, email or on screens in customer service areas and staff rooms.	All	Electronic	Inform
Media Releases	Communication directed at members of the news media (TV, Radio, Print and Social) for the purpose of announcing something newsworthy. Please refer to the <i>Media Policy</i>.	All	Print Audio Electronic	Inform
City Focus	A weekly advertorial in the local community newspaper.	All	Print	Inform
City Beat	A fortnightly newsletter that is emailed to subscribers and promoted through social media and the City's website.	All	Electronic	Inform

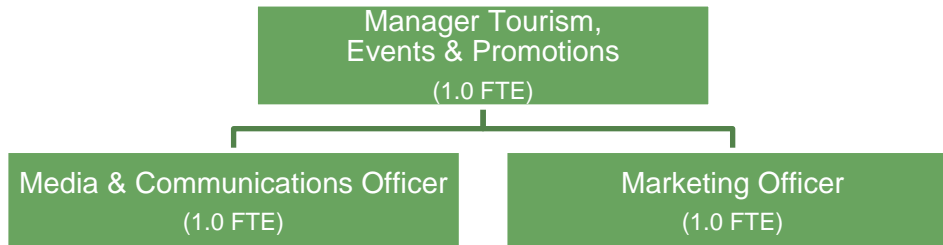
Channel	Description	Audience	Format	Type of engagement
Calendars	Useful for sharing information about events, waste collection services, etc. Opportunity to move calendars online and interactive.	All	Print Electronic	Inform
Advertising	An audio or visual form of marketing communication to promote a product, service or idea. The City may use various advertising channels including newspaper, radio, television, social media and websites.	All	Print Audio Electronic	Inform
Radio interviews	An opportunity to communicate key messages to mass and niche audiences in a timely way.	All	Audio	Inform
Direct mail	Direct communication to a key stakeholder using addressed or unaddressed mail. Includes letters, notices, invitations, brochures, pamphlets, flyers and calendars.	All	Print	Inform
Email	Direct communication to a key stakeholder using electronic mail. Includes letters, notices, invitations and flyers.	All	Electronic	Inform
SMS	A short message service to mobile phones for brief and timely communication.	All	Electronic	Inform
Intranet	A centralised source of information for internal stakeholders.	Internal	Electronic	Inform
Yammer	A new tool being trialled by the City of Bunbury. It is a private social network built around open communication. Useful for project work and effective cross-team communication.	Internal	Electronic	Engage
CEO and Director briefings	Good opportunity to meet the CEO and Directors to hear the latest news, discuss issues, share ideas and ask questions.	Internal	In Person	Engage
CEO Shout Out enews	A regular enewsletter from the CEO to share information about major projects, latest news and activities.	Internal	Electronic Print	Inform
Meetings	Meetings are held for various reasons, including Council meetings, staff induction meetings, team meetings, project meetings, toolbox meetings, and community meetings. As technology improves and users comfort with technology grows, increasingly meetings may be supported with information communication technology (ICT).	All	In person Electronic	Engage

Channel	Description	Audience	Format	Type of engagement
Outdoor advertising and promotions	Includes the use of posters, signage, banners, billboards, digital signs and guerrilla advertising to communicate key messages. Useful to promote key brand messages, events, major projects and developments, and traffic information.	All	Print Electronic	Inform
Corporate branding	Includes the use of the City of Bunbury logo and key messages on signage, uniforms, vehicles, merchandise, etc. Also covers corporate branding for related brands, including Libraries, South West Sports Centre, Bunbury Wildlife Park, Bunbury Regional Entertainment Centre and Bunbury Museum Heritage Centre.	All	Print Electronic	Inform
Name badges	Beneficial for identification, building trust and a team culture, and encouraging rapport.	All	Print	Inform
Informal communication	An effective channel often ignored in communication strategies. Consider how you can capture people's attention and create 'talking points of interest' when people are interacting with others, i.e. making coffee at work, walking or exercising dogs, visiting local playgrounds, participating in local community groups or sporting clubs, talking with parents at school, talking to the City's gardeners, etc.	All	In person Print	Inform
Formal submissions	Often requested for specific projects or decisions when there is a legislative or statutory requirement.	External	Print Electronic	Engage
In-depth interviews	A qualitative research technique that involves conducting intensive individual interviews with individuals or a small number of respondents to explore their perspectives on a particular idea, program, or situation.	All	In person Phone	Engage
Focus groups	A gathering of deliberately selected people who participate in a planned and moderated discussion that is intended to elicit community or stakeholder perceptions about a particular topic or area of interest in an environment that is non-threatening and receptive. Ideally limited to 8 to 10 participants.	All	In person Online	Engage

Channel	Description	Audience	Format	Type of engagement
Workshops	A meeting where a group of people engage in intensive discussion and activity on a particular subject or project. May involve large numbers of people who are invited to engage in individual, small group and large group exercises.	All	In person	Engage
Pop up booths	Located in high pedestrian traffic or strategic locations, such as community events and shopping centres, to share information and engage with key stakeholders.	External	In person	Engage
Online forums	Useful for providing information, seeking feedback and inviting stakeholders to take part in interactive mapping exercises.	All	Online	Engage
Surveys	The City uses surveys to explore and quantify stakeholders' views. Benchmarking is also provided through the MARKYT [®] Community Scorecard and CULTYR [®] Employee Scorecard.	All	Post Online Phone Intercept	Engage
Household Panel	Helpful for keeping up with changing community needs and aspirations.	External	Electronic	Engage
Advisory and Reference Groups	Established to provide strategic advice and direction on policies, plans, major projects, programs, etc.	All	In person	Engage
Mystery Shopping	Useful for assessing the quality of customer service, compliance with regulation, or to gather specific information about products and services.	External	In person Phone Online	Engage
Elections and Polls	Where everyone in the target audience is invited to make a formal and organised choice by vote.	All	In person Postal Online	Engage
Referral marketing and communication	Consider accessing the target audience via community groups, schools, sporting clubs, churches, etc, by publishing messages in their newsletters, Facebook posts, etc.	External	Electronic Print	Inform

12 Resourcing the Strategy

The Manager Tourism, Events & Promotions and then the Director Corporate and Community Services oversee the Communication Team. The **Communications Team** consists of 2.0 full time equivalent (FTE) employees, as follows:



The Communications Team is supported by a number of facility-based employees who provide an equivalent of 2.0 FTE marketing and communications support within the City and Withers Libraries, South West Sports Centre, Bunbury Wildlife Park, Bunbury Regional Art Galleries and Bunbury Museum Heritage Centre. Whilst the Bunbury Geographer Regional Tourism Marketing & Development Manager coordinates strategic tourism activity, the City does not currently have a Destination Marketing Officer focused on Bunbury.

The City of Bunbury will consider appointing a **communications and economic development specialist** at a senior level to drive the Communications and Engagement Strategy. The City will prepare a business case to fully consider the need for this role and any supporting roles necessary to achieve the objectives of the Communications and Engagement Strategy, and ultimately the City of Bunbury's vision in the Strategic Community Plan.

The City of Bunbury will follow best practice by adopting an **integrated approach** to communication where the Communications Team:

- Engages with a range of audiences, including:
 - internal stakeholders (i.e. employees)
 - external stakeholders (i.e. residents, businesses and visitors)
- Provides expertise across a range of communication disciplines including:
 - Brand and Reputation Management
 - Economic Development and Destination Marketing
 - Event Management and Promotion
 - Public Relations, Marketing and Communications
 - Social Media
 - Information and Communications Technology (ICT)
 - Customer Database Management
 - Stakeholder Management and Engagement
 - Internal Communications and Cultural Change
 - Customer Service
- Works closely with individuals and teams across the organisation, for example:
 - The person responsible for internal communication would have a strong and close relationship with the HR Team, possibly reporting to, or being a member of, both the Communications Team and HR Team.
 - The person responsible for destination marketing or economic development may sit across the Communications Team and Economic Development Team.
 - The person responsible for customer database management would work closely with the ICT Team.

It is **essential to break down silos** to improve communication.

13 Action Plan

Everyone has responsibility for improving internal and external communication across the City of Bunbury. Specific actions and responsibilities have been delegated as follows:

	Actions	Responsible	Timing
Overall	1. Monitor and report on progress against the Communications and Engagement Strategy Action Plan.	Manager Tourism, Events & Promotions	Annual
	2. Provide communication training workshops to increase awareness, understanding and adoption of communication tools across the organisation, including: <ul style="list-style-type: none"> • Communications and Engagement Strategy 2018-2022 • Project Management Plan – template and guidelines • Marketing and Communications Plan – template and guidelines • Media Policy • Corporate Guidelines Social Media • Customer Service Charter 	Media & Communications Officer	2018
	3. Develop a program to build on the City's standards of excellence program to reinforce positive communication attitudes and behaviours, and hold people accountable for non-compliance with communication standards.	Additional resourcing: Stakeholder Engagement Coordinator	2019
Brand Development	4. Develop an overarching Brand Strategy for the City of Bunbury, taking into account the City's brand architecture.	Chief Executive Officer/Marketing Officer	2018
	5. Create a Brand Story to build emotional connections and strengthen the City's overall reputation.	Chief Executive Officer/Marketing Officer	2020
	6. Ensure the City's visual identity consistently conforms to the brand style guidelines.	Marketing Officer	Ongoing
Communication Objectives	7. Engage with the community, Elected Members and employees to map and prioritise the City's communication objectives.	Media & Communications Officer	Biennial
	8. Agree on the highest priority communication objectives and identify strategic campaigns.	Executive Leadership Team	Annual
Audience	9. Map key stakeholder groups and delegate responsibility for stakeholder management (business, youth, disability, etc).	Additional resourcing: Stakeholder Engagement Coordinator	2018
	10. Develop and maintain a robust and accurate stakeholder database that enables stakeholders to manage and customise their communication preferences.	Additional resourcing: Stakeholder Engagement Coordinator	2018

	Actions	Responsible	Timing
Audience	11. Evaluate options to introduce a fully integrated Customer Relationship Management system (see City of Stirling).	Manager Information Technology/Additional resourcing: Stakeholder Engagement Coordinator	2020-2022
	12. Understand and embed best practice sampling to recruit representative and reliable samples.	Additional resourcing: Stakeholder Engagement Coordinator	2018
Key Messages	13. Develop a Marketing and Communication Plan for each Strategic Campaign.	Media & Communications Officer	Annual
	14. Create a Content Calendar to plan and visualise how key messages will be distributed across the City's communication channels throughout the year.	Media & Communications Officer	2018
	15. Develop a process to encourage all employees to consider and recommend stories about team-based projects, activities and events that enhance the City's reputation.	Media & Communications Officer	2019
Channel	16. Continuously review and improve the effectiveness of existing channels.	Media & Marketing Team	Ongoing
	17. Continuously monitor and evaluate new and innovative communication and engagement tools against communication objectives and audience needs.	Additional resourcing: Stakeholder Engagement Coordinator	Ongoing
	18. Conduct a trial of Yammer	Additional resourcing: Stakeholder Engagement Coordinator	2018-2019
	19. Agree on the purpose of the Household Panel and a strategy to improve its effectiveness.	Additional resourcing: Stakeholder Engagement Coordinator	2018-2019
Resourcing	20. Develop a business case for appointing a senior communications and economic development specialist and supporting roles.	Manager Tourism, Events & Promotions	June 2018
Measuring Success	21. Administer a Communications Survey to evaluate communication KPIs not covered by existing sources	Additional resourcing: Stakeholder Engagement Coordinator	Biennial
	22. Introduce dashboard reporting on the City's website and intranet site to communicate performance against KPIs	Manager Information Technology	2020

14. Measuring Success

When developing key performance indicators, the City of Bunbury considers:

Objectives	Did we increase awareness, knowledge and understanding? Did we change attitudes, perceptions and behaviour?
Audience	Did we reach our target audience?
Key messages	Were messages clear, consistent and credible?
Channel	Where the channels effective?

The City of Bunbury will measure and report on communication and engagement related key performance indicators (KPIs) from the Strategic Community Plan:

Strategic Community Plan KPIs	<ol style="list-style-type: none"> 1. Satisfaction with Council's engagement processes 2. Satisfaction with Council's decision making 3. Community and stakeholder participation in forums and workshops
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KPIs in the Strategic Community Plan will be supported by the following measures of success:

Performance Area	Key Performance Indicator	2017 Benchmark	2022 Target
Reach	Website visitation	125,000 hits	Above Government Sector Average
	Facebook followers	10,616 (as of 4 Nov 2017)	Above Government Sector Average
	Engaged Facebook users (daily average)	619 (31 Aug to 29 Sep)	Above Government Sector Average
	Number of e-newsletter subscribers	1,888	Above Government Sector Average
	e-newsletter open rate (average)	39% (+13% above Government Sector Average ³)	Above Government Sector Average
Representation	Demonstration that the City is reaching a representative sample of the target audience by key demographics.	Achieved in the MARKYT [®] Community Scorecard	All studies reaching a representative sample

³ Mailchimp statistics for Government Sector, updated on 1 February 2017 from data gathered of Mailchimp users from a wide cross-section of company sizes who have 1,000 email subscribers or more, <http://www.smartinsights.com/email-marketing/email-communications-strategy/statistics-sources-for-email-marketing/>

Performance Area	Key Performance Indicator	2017 Benchmark	2022 Target
Reliability	Level of confidence in engagement results for major studies (aiming to reduce the sampling error to within $\pm 5\%$ at the 95% confidence interval).	Achieved in the MARKYT [®] Community Scorecard	All major studies within $\pm 5\%$ SE @ 95% CI
Brand perceptions	Progressive: strategic and future focused (% agree)	NA	>60%
	Innovative: a thought leader; willing to experiment and try new ideas (% agree)	NA	>60%
Internal Communication	Top-down communication (Workplace Index Score)	62 (+1 above CULTYR [®] Industry Standard)	Increasing and above Industry Standard
	Communication across the organisation (Workplace Index Score)	58 (+4 above CULTYR [®] Industry Standard)	Increasing and above Industry Standard
	Communication within my team (Workplace Index Score)	75 (-4 below CULTYR [®] Industry Standard)	Increasing and above Industry Standard
External Communication	Council's leadership	52 (+1 above MARKYT [®] Industry Standard)	Increasing and above Industry Standard
	How the community is consulted about local issues (Performance Index Score)	47 (+1 above MARKYT [®] Industry Standard)	Increasing and above Industry Standard
	Elected Members have a good understanding of community needs (% agree)	37 (-1 below MARKYT [®] Industry Standard)	Increasing and above Industry Standard
	The City clearly explains the reasons for its decisions and how residents' views have been taken into account (% agree)	37 (+4 above MARKYT [®] Industry Standard)	Increasing and above Industry Standard
	How the community is informed about what's happening in the local area, including local issues, events, services and facilities (Performance Index Score)	51 (+1 above MARKYT [®] Industry Standard)	Increasing and above Industry Standard
Effectiveness of communication materials	Relevant (% agree)	NA	>60%
	Interesting (% agree)	NA	>60%
	Clear (% agree)	NA	>60%
	Consistent (% agree)	NA	>60%
	Timely (% agree)	NA	>60%
	Open and transparent (% agree)	NA	>60%

To evaluate the success of the 2018 Strategic Campaigns, the following KPIs will be measured:

Strategic Campaigns	Key Performance Indicator	2017 Benchmark	2022 Target
Increase pride in Bunbury.	I am proud of the area where I live (% agree)	NA (MARKYT® Wellbeing Standard: 72)	Above Industry Standard
	The City of Bunbury as a place to live (Performance Index Score)	77 (-1 below MARKYT® Industry Standard)	Increasing and above Industry Standard
	The City of Bunbury as a place to work (Performance Index Score)	72 (+3 above CULTYR® Industry Standard)	Increasing and above Industry Standard
Increase awareness and support for the City's vision.	The City has developed and communicated a clear vision for the area (% agree)	46 (+6 above MARKYT® Industry Standard)	Increasing and above Industry Standard
	Bunbury is the capital city of the South West region (% agree)	NA	100%
	Bunbury is vibrant (% agree)	NA	>70%
	Economic development (performance index score)	44 (equal to MARKYT® Industry Standard)	Increasing and above Industry Standard
	Gross Regional Product (NIEIR)	\$15.81 billion (2015)	Increasing and above Industry Standard
	Number of local businesses (ABS)	15,348	Increasing/above Industry Standard
	Safety and security (performance index score)	48 (-6 below MARKYT® Industry Standard)	Increasing and above Industry Standard
	Bunbury is friendly and welcoming (% agree)	NA	>70%
	Bunbury has an attractive natural and built environment (% agree)	NA	>70%
Increase awareness of major projects and how the City is progressing with milestones.	Awareness of major projects	NA	Average awareness of major projects >60%
Cultivate a 'can do' culture.	Employees are encouraged to offer new ideas and suggestions (Workplace Index Score)	72 (+3 above CULTYR® Industry Standard)	Increasing and above Industry Standard
	People are open to new innovative ways of doing things (Workplace Index Score)	60 (-3 below CULTYR® Industry Standard)	Increasing and above Industry Standard
	I feel empowered to make decisions in my role (Workplace Index Score)	72 (+1 above CULTYR® Industry Standard)	Increasing and above Industry Standard

Strategic Campaigns	Key Performance Indicator	2017 Benchmark	2022 Target
Increase internal awareness and commitment to the Communication Strategy.	Employee awareness of the Communication Strategy	NA	>50%

14 Reporting

Annually, the Manager Tourism, Events & Promotions will report on progress against the Action Plan and Key Performance Indicators. The report will be presented to the Executive Leadership Team.

The Communications and Engagement Strategy will be reviewed once every four years. The next review will occur in 2022.