City of Cockburn
COMMUNICATION STRATEGY AND ACTION PLAN 2018–2022

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Executive Summary

This strategy will guide communications for the City over the next five years, with a focus on giving Cockburn residents and stakeholders all-hours access to the City`s information services, digitising more communication processes and making them more accessible, thus enhancing both customer service and business efficiencies.

Major achievements from the Communications Strategy and Action Plan 2012-2017 included the development of a WCAG 2.0 AA level compliant website and a greater focus on accessible communications. The Plan also saw the introduction of social media and associated policies, frameworks and guidelines. The City's reach and engagement using social media continues to grow.

The outcome of community consultation has provided a clear direction for this new strategy. The website remains the primary tool of communication with 68% of those surveyed stating it is the place they go to first for information. Next is social media with 11% and third is by phone with 8%.

As a result, significant focus must be on continually reviewing, updating and improving the website, guided by the Website Governance and Content Management Plan. The use of videos for marketing purposes continues to be the most popular channel for communication (YouTube is the number one social media) and production of videos is very time consuming and is an area that will require increased resource. There will continue to be a focus on digitizing more communication processes and making them more accessible and for people with disability and linguistically diverse groups, to enhance both customer service and business efficiencies. This is critical as stakeholders do not expect to be confined to doing business during office hours. There will continue to be a focus on the use of the major social media platforms, with the dual aims of greater stakeholder reach and engagement, as well as driving traffic back to the website. However, offering the best customer service for telephone and face-to-face queries remains a priority.

The research undertaken has confirmed that the City must continue to produce both print and digital communications, with a third of respondents saying they still prefer printed material.

Objectives in the Plan include;

- improving the community's knowledge and understanding of the City's vision and what that means for them directly;
- improving stakeholder awareness of projects out for community consultation;
- improving the community's knowledge of services, events and facilities available to them, with a focus on increasing awareness of capital works projects by suburb;
- reference related to internal communications, as there are no stronger ambassadors than well informed staff.

It is intended to deliver this Plan using existing resources and within existing budget parameters.

Measurement will be through quarterly reports and analysis of internal communications surveys, annual community scorecard and business surveys and customer satisfaction surveys.

1 Measuring success of the Communication Strategy and Action Plan 2012-2017

The 2012-2017 Plan was developed as the City had just started to use social media as a communication tool. Now the use of social media platforms is firmly embedded as a communication source for the City. Over the life of the last Plan, there were many areas of communication that improved, including higher awareness of services and more accessible communications. There have been two areas of decline - the City's consultation and engagement process and people's perception of how well the City understands their needs. This is reported as being a trend across local government and has identified the need to review the City`s Community Engagement Policy and Framework.

Major achievements of the previous Plan were the development of a new Web Content Accessibility Guide 2.0 (WCAG 2.0) compliant website and a detailed Content Management and Governance Plan, the implementation of which will be a priority for the future. The City's reach and engagement levels using social media continue to grow and there have been improvements to the customer request system since 2012, with further improvements planned over the next two years. The City ran a number of successful strategic campaigns over the period, including campaigns to retain the City of Cockburn during local government reform and campaigns to secure funding for key transport infrastructure.

The branding of Cockburn ARC and the publicity in the lead up to its opening was undertaken with broad community awareness reported and subsequent patronage of the facility exceeding expectations. Below is a summary of areas that have improved, areas that have remained steady and areas that have declined or sit below average.

For a summary of more specific achievements see Annexe 1.

2 Community Consultation

In December 2017, the City hosted a two hour community workshop with 24 members of the community, including a mix of residents by age, gender, life stage, location, disability and culturally and linguistically diversity. A community survey was emailed to 4,000 randomly selected contacts from the City's customer database. The survey was completed by 374 residents (366 online and eight hard copies), reducing the sample error to +/-5% at the 95% confidence level.

The results of this community consultation have informed the messaging, principles and objectives of this Plan.

The research showed that channels with the greatest reach (the percentage of respondents who recalled the particular channels), were:

- the waste and recycling calendar (73%)
- website (71%)
- Cockburn Soundings newsletter(62%).

Channels with the lowest reach were;

- 'Update' column in the Cockburn Gazette (18-45%) – but highly valued
- E-newsletter (21%)
- events foldout calendar (27%) – but highly valued
- wall calendar (27-47%).

In terms of the perceived value of external communication channels, the website, the waste and recycling calendar, and events calendar had the highest perceived values while the wall calendar had the lowest perceived value. As a result of having lowest reach and lowest value of all communications, the budget for the wall calendar has been re-allocated to ensure that the website governance is funded.

The website is by far the most popular place to seek information which is why an emphasis will be put on continually reviewing and improving customer journeys and content. Social media and telephone are the next highest preferences for seeking information.

When asked about preferences for online versus hard copy, the community response has 30% still saying they prefer a hard copy, which suggests the City continue to issue both printed and digital communications.

The research highlighted key topics of interest, with the top four being:

- projects in my local suburb (78%),
- major projects (69%),
- what is happening with local council services and facilities (68%), and
- long term plans and vision for the region (60%).

The City also uses communication related results from the Community Scorecard each year to determine general perceptions.

The City has been effective in embracing and communicating its brand values. Most common was that respondents agreed the City is progressive, sustainable, innovative, people orientated and accountable, however, there is opportunity to strengthen these messages with

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many people answering 'neutral' and only a small proportion answering 'strongly agree.'

Communication KPIs Agreement Index Scores	
Relevant	Interesting
67	64
Clear	Open & transparent
67	59
Timely	Consistent
63	66

Table: Index scores relating to communication KPIs

Brand Values Agreement Index Scores				
Progressive	Sustainable	Innovative	People Oriented	Accountable
66	66	65	66	61

Table: Index scores relating to brand values

On balance, the community mainly agrees that the City's communications are relevant, clear and consistent. There is opportunity to improve performance ratings across all measures, mostly with openness and transparency, timeliness and interest.

For more detailed research outcomes see Annexe 2

3 Communications principles

The seven principles from the previous strategy remain relevant with the last two listed below added this year :

1. Be accessible
2. Be honest
3. Be transparent
4. Tackle the hard issues
5. Show a human side to the City
6. Be customer focused
7. Be accountable
8. Be inclusive

9. Adhere to privacy principles
10. Be respectful.

4 Key messages

For communication to be effective, key messages must be:

- Accurate and truthful
- Relevant and interesting
- Clear
- Consistent
- Timely
- Open and transparent
- Credible, believable and persuasive
- Delivered via the right channel.

The City will work to strengthen its openness and transparency, timeliness and level of interest of its messaging, based on the outcomes of community research.

The City of Cockburn communicates around a broad range of subjects including:

- Leadership and strategic planning
- City services, products and experiences
- Major projects
- News and events
- Advice and legislation
- Requests and approvals
- Tenders, quotes and offers
- Funding and grants
- Customer services and general support.

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

- **Strategic or operational –** strategic communications deliver messages that support the City's vision and strategic direction and are open and transparent in nature. Operational communications relate more to day-to-day matters.
- **Proactive or reactive** – proactive communication is used to be on the front foot when negative publicity is anticipated and on a daily basis to keep the community informed of services, facilities, events. Reactive communication is often, but not always, about explaining or justifying an action or activity. It can be turned around to become a positive because people are informed.

- **Outward or inward** – outward communication is communicaton sent to or received from outside of the organization and inward communication refers to communication to or from staff.
- **Vertical or horizontal** – vertical communications are sent up or down the hierarchy within an organisation. Horizontal communications are usually sent to staff at the same or similar level.

Many of the City's messages are operational and to a lesser extent, reactive. This cannot be avoided but the City will work to make its messaging more strategic in nature, delivering messages that support the Citys vision and strategic direction and are open and transparent in nature.

5   Communication Objectives

These objectives result directly from stakeholder research:

1. Develop staff knowledge of City activity, its vision and future direction.
2. Improve the community's knowledge and understanding of the City's vision and what that means for them.
3. Introduce and refine digital solutions to improve customer service, reach and engagement.
4. Improve stakeholder awareness of and engagement with City services, events, community facilities, projects and consultation.
5. Improve the image of the City of Cockburn as a progressive and community focused local government.

6   Strategic Alignment

Communications play an integral part in the majority of City strategies and plans including the Strategic Community Plan 2016-2026. Alignment of this Plan with the Strategic Community Plan is relevant under the following theme:

Leading and Listening: being accountable to our community and engaging through multiple effective communication channels and the specific actions below.

- Deliver sustainable governance through transparent and robust policy and processes

- Listen to and engage with our residents, business community and ratepayers with greater use of social media

A number of other strategies and plans have specific communication related actions or certain strategies relate to areas such as traffic and transport which are identified as community priorities. The major communications related activities from these plans are detailed in Annexe 3 and are therefore not repeated in the action plan for this strategy.

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7   Ongoing Activity

In addition to the specific projects detailed in the action plan below, the City undertakes a range of activities on an ongoing basis. These include managing reactive and proactive media, developing strategic campaigns, marketing events and services, developing the Annual Report and Rates brochure and implementing the Website Governance and Content Management Plan. A list of key activities and communication channels can be viewed at Annexe 4.

8   Resourcing the Plan

The plan will be resourced using existing budget allocations wherever possible, meaning that the overall budget for Customer Service and Marketing and Media will not change but will be allocated to different projects each year. Using existing staffing restricts the level of assistance that can be given to developing and implementing marketing plans with individual business units to the desired level, but support will be prioritised accordingly. It is likely that a part time resource may need to be engaged to manage the significant waste related communications for at least a period of time (e.g. transition to Energy from Waste; Henderson re-brand; Henderson re-development; South Metropolitan Regional Council relationship; three bin system including the messaging around reduce, reuse, recyle). This may be covered by a further Waste Education Officer with marketing skills.

Staff resourcing needs to be continually assessed because while the digitisation of more services enables customers to self serve, the number of calls and the number of digital enquiries via various mediums continues to grow. Videos are the most popular channel for consuming information today. Each video requires a storyboard, models sourcing, videographer sourcing, a staff member on site, edits, captions, transcripts and there are many service units now requiring videos to communicate their messages. Corporate Communications has increased their budget in this area and upskilled the team to manage videos, but with the continued increase in the use of social media, while still needing to produce printed material, the added need to produce videos regularly, the City needs to consider a further FTE in the communication department to manage this significanct workload increase. Even when a video is outsourced, it requires management of all of the elements above. Cockburn ARC currently has an officer dedicated two days a week, purely to manage videos, while Corporate Communications oversees videos / marketing for all other service units.

The population is growing and stakeholders will always need to speak to someone about more complex enquiries. In the area of marketing, the multiple channels each require different messaging, imagery and content sizing for each campaign or message. And the volume of service messaging, such as waste, youth and seniors, require detailed planning, resource creation and implementation.

The actions within this strategy are also dependent on competing priorities for the City's Business Systems Unit. As technology innovations develop quickly, priorities for this Unit can change, which can mean that some projects are deferred.

The enhancements to the Customer Request System will take up significant in house human resources in the Business Systems Unit over a period of two or more years. The cost to implement some of the identified projects will be dependent on the capabilities of CI Anywhere (the updated version of the City's Technology One enterprise suite) and the potential for the system to provide some off-the-shelf solutions. These offerings are currently not known.

9   Measuring Achievement of this plan

Report on progress of actions in the Communications Strategy and Action Plan will be via quarterly communication reports to Executive and Elected Members. Further measurement is via the Annual Community Scorecard, the Annual Customer Satisfaction Surveys, the Internal Communications Survey, an External Communication Survey, in the Annual Report at Strategy renewal and ongoing informal feedback.

10 Objectives / Action Plan

Objective 1 - To develop staff knowledge of City activity, its vision and future direction

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
1.1	Develop internal communications plan	Corporate Communications	Base on the need to be able to implement within existing resources, following establishment.	Existing	2018	Plan developed
1.2	Implement Internal Communications Plan	Corporate Communications Human Resources	Engage a part time person for two years to put the plan in place so that it can be managed by Corpporate Communications and Human Resources Units thereafter	Existing	2018-2022	Plan implemented leading to improved internal communication results
1.3	Make enhancements to the intranet following staff research	Corporate Communications Business Systems	Internal research has demonstrated what issues staff have with the intranet	$30k	2019	Enhancments made. Survey / statistics demonstrateincreased use and satisfaction

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
1.4	Implement Tech One Project Portfolio Management (PPM) solution	Project Portfolio Management Project Team	Better communication around projects / branding not requiring retro fitting	Existing	2019	Project Portfolio Management solution in place

Objective 2 - Improve the community's (residents and business) knowledge and understanding of the City's vision and what that means for them.

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
2.1	Implement two or three strategic campaigns each year or as required	Corporate Communications Relevant Business Units	Campaigns agreed with Executive annually	Existing Budget	Ongoing	Campaigns executed and objectives achieved
2.2	Promotion and update on progress of the Strategic Community Plan and Corporate Business Plan	Strategy and Civic Support Corporate Communications	Key information provided in the Annual Report and Annual Business Plan Midyear Review	Existing	Annually	Promotion undertaken
2.3	Secure advertising banner at Cockburn Gateways Shopping City	Corporate Communications	High traffic; captures broad market;	Existing	Ongoing	Space booked

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
			one month per year / or for select campaigns			

Objective 3: Introduce and refine digital solutions to improve customer service and improve internal efficiencies and engagement

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
3.1	Review the way the City undertakes its Customer Satisfaction Surveys	Corporate Communications Business Systems	Questionnaires are long and not very timely.	Existing	2020-21	Review undertaken
3.2	Review the value and cost of using bots to supplement customer service on line presence for basic repetitive information	Corporate Communications Business Systems ICT	Enables customers to get a speedy response to frequently asked questions and relieves staff to deal with other customers	Existing to review	2019-2020	Option for multi channel interface implemented
3.3	Review 'app' suggestions from communication consultation	Corporate Communications	Some were outside of City scope but some may have merit.	$15-30k	2018-20	Review undertaken and "app" developed

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	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
	and develop	Business Systems	Cockburn ARC (separate budget) plans to implement full self-servicing apps period of this plan.			if considered suitable
3.4	Review information summary sheet systems and implement	Corporate Communications Business Systems	Implement if suitable cost effective solution. "CI Anywhere" product may have a solution	$10k per annum	2019-20	Information summary sheet systems reviewed and new one implemented if suitable
3.5	Customer request improvements - customized event processes	Business Systems Corporate Communications	Enhanced information to customer and enhanced efficiency. Engineering business units to be prioritised	Customer journey mapping $15k Business Systems budget	2018-2022	Improvements implemented
3.6	Review option to instant chat and implement	Corporate Communications ICT/ Business	May be capabilities within existing systems	Existing	2019-20	Implemented Covered by "omni" channels

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
		Systems				
3.7	Convert second batch of website forms to online	Corporate Communications Business Systems	Convert PDFs to online forms except those that will be executed in "Tech One" and other systems	Existing website upgrade budget	2018-19	Implemented
3.8	Develop a campaign to promote the use of e-services once 'CI Anywhere' rolled out	Corporate Communications Business Systems	Current 'Technology One' application is not responsive – so need to wait for 'CI Anywhere' upgrade	Existing	2020-22	Targets set for usage are met
3.9	Review the future direction of websites and plan for the future	Corporate Communications Business Systems	Review technology advancements	Existing	2021-22	A plan for websites renewal is developed
3.10	Review the use of 'bots' on Facebook to answer frequently asked questions	Corporate Communications	Subject to analysis of the number of questions that are used regularly	Existing	2020-2021	Review undertaken
3.11	Deliver more customized content on the website (to	Corporate Communications	The website has this functionality but implementation is time	Existing	2019 onwards and	More personalized content is

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
	residents, businesses, visitors)		consuming and will be over time by the Digital Communications Officer		ongoing	delivered
3.12	Cockburn ARC – CRM	Cockburn ARC Business Systems Corporate Communications	Cockburn ARC require a sophisticated CRM that picks up every lead via web, email phone – to reduce huge volume of calls and emails	$30k per annum estimated Going to tender	2018-19	CRM up and running

Objective 4 - Improve stakeholder awareness of and engagement with relevant City services, events, community facilities, projects and consultations

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
4.1	Develop marketing plans for the City's key services, facilities, events and consultations as part of the wider marketing plan for individual Business and Service Units	Business Unit Community Engagement Officer Corporate	Ensure targeted communications are reaching their audience. Using existing resources and budgets will mean strict prioritisation of which services receive more	Existing human resource and service unit operational budgets being requested in	2018-2022	Plans developed and implemented

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	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
		Communications	attention.	budgeting process		
4.2	Promote new or changed services and facilities	Relevant Business Unit Corporate Communications	Ensure that stakeholders are aware of new service or facility	Existing	2018-2022	Promotion undertaken
4.3	Employ Business Engagement Officer	Corporate Communications	Be main point of contact at the City for businesses. This appointment is a result of research with the business community	New in 2018/19 budget	2018-19	Improved results in Business Scorecard Survey
4.4	Review Community Engagement Policy and Framework	Community Development	Community engagement review highlighted the need to modify the policy in line with IAP2 – International Association for Public	$10K	2018-19	Improved ratings in regard to community consultation

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
			Participation.			
4.5	Develop website module and mapping solution to enable stakeholders to view capital works projects by suburb and promote this	Corporate Communications Business Systems	There is currently no one view for residents/ratepayers to see what is planned for their suburb in the next year	Existing (GIS in house)	2018	Improved rating on community scorecard

Objective 5: To improve the perception of the City of Cockburn as a progressive and community focused local government

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
5.1	Identify influencers within the community and use them to promote the City based on their experiences	Corporate Communications	Third party endorsement holds more weight with the community	Existing	Ongoing	Influencers identified and engaged as required

	Action	Leaders	Detail	Budget	Timeframe	Measure of Success
5.2	Develop a brand plan and roll out re-branding of existing services to ensure community focus	Corporate Communcations	Brand plan may include: • Business in Cockburn • Youth Services • Henderson Waste Recovery Park • Coogee Marina • Community Safety • Seniors Services	Budgets for relevant Service Units - $40-$50k each for research, concepts, development of style guides, template creation	2019-2022	Brand plan developed (incorporates software from item 5.3 below) and re-branding implemented incrementally
5.3	Update branding of e-property and third party platforms to be in line with corporate style guide	Corporate Communcations Business Systems	Currently outdated and not responsive. Awaiting "CI Anywhere" to brand.	$10k	2019 – E property 2020-2022 other third party	E-property branded

11 Strategic campaigns – City's vision

To assist in achieving the City`s communication objectives, strategic campaigns must be identified and executed. Two or three campaigns will be identified on an annual basis and agreed with the Executive. Strategic campaigns will be aligned as follows:

Strategic campaign	Key messages	Proof Points
CITY VISION: COMMUNITY To improve the community`s knowledge and understanding of the City's vision and what that means for them and their surrounding suburbs	• Safe • Friendly, inclusive and connected community - intergenerational • Rich cultural past with values that influence and guide the City's future direction • Attractive, unique and diverse natural environment • Attractive, innovative, built for tomorrow, forward focused, ground breaking built environment • Strong and diverse economy closely tied to the needs of the local community • City makes decisions based on an assessment of environmental, economic and social considerations • Decisions are community focused to consult, listen, action, feedback	• Economic indicators • Social indictators • Community perceptions
MAJOR PROJECTS & COMMUNITY ISSUES Increase awareness of major community wide projects; • how they fit into the City's	• The development of projects follow a cycle and Communication (one / two way) between council / community will prevail at all key points throughout the process • Why we are undertaking these projects, including how projects fit into the wider strategic plan / vision for the City	• Project awards • Consultation workshops / processes • Community awareness levels via annual community research • Community sentiment on social media

overall strategic plan,
• how the community can get involved,
• how the City is progressing with milestones and post development activity,
• how the City is addressing key community issues.
	• Residents views and ideas have been taken into account when planning for and developing projects
	• Residents are being kept aware of what is happening or planned to happen in their area and of any potential consequences to their day to day lives as a result of the project
	• Major topics to focus on will include:
	    o Movement (transport, roads, bikeways, footpaths)
	    o Development of local areas
	    o Waste / Recycling / Sustainability
	    o Streetscapes
	    o Safety and security
	    o Playground, parks and reserves
	• The City is always listening to its community and providing well considered solutions in conjunction with the community.	

STAFF KNOWLEDGE (INTERNAL) Increase staff awareness and knowledge of City activity, vision and future direction through internal communications	• Key projects and services on offer in the City, both current and future • A vision of where the City is heading and why • Messages from the bottom up, top down and around to form a complete view • Sharing of information on a consistent basis for better overall working outcomes	Internal surveys
STAFF AWARENESS/COMMITMENT increase staff awareness,	• Communications is an integral part of service delivery and must be planned, budgeted and resourced correctly • Everyone is responsible for the communications	• Internal surveys • Informal feedback at BU meetings • Quality of requests via intranet

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| commitment and involvement with the Communications Strategy | function (internal and external)
• Everyone needs to understand the strategy, including what we are trying to achieve and how
• Continual internal education process for all staff, including tools available, theory, changes to processes and education | |

12 Annexes

Annexe 1 – Measuring success - Communication Strategy & Action Plan 2012-2017

Trends 2012 - 2017

The table below reviews aligns performance against the City's Communications Objectives outlined in the Communications Strategy and Action Plan 2012-2017:

Areas that have improved	Areas that have remained steady	Areas that have declined/sit below ave.
Familiarity with: • City of Cockburn website • Cockburn Soundings • City of Cockburn wall calendar • Facilities, services and care available for seniors • Sport and recreation services • Community buildings, halls and toilets Satisfaction with: • Level of customer service • The City as a governing organisation • Council's leadership within the community	Familiarity with: • The City's vision for the area • Services and facilities for youth • Library and information services • The City's weekly one page advert in the local newspaper • Festivals, events and cultural activities Satisfaction with: • How the community is informed and consulted	Agreement that: • The City has a good understanding of community needs
Objectives met...	**Objectives to focus on...**	**Other objectives...**
4. Improve awareness of services and community facilities 7. Improve perception through continual improvement of customer service 9. Continual improvement in perception of City as a local government and the elected members as its leaders 10. Ensure communication materials are accessible	2. Improve City's community consultation and engagement processes; 3. Improve community's knowledge of the City's Vision for the area; 6. Promote City-run events 5. Keep stakeholders up-to-date with the status of major projects and issues 9. Achieve continual improvement in the perception of the City as a local government and the elected members as its leaders.	1. To develop staff knowledge of City activity, the City's vision and future direction, through internal Communications. 8. To ensure that the City of Cockburn primary brand is used consistently across all marketing communication and service points. CATALYSE ◆

2012 - 2017 Objectives	KPIs (achievements / actions completed)	Performance			
		Performance measures	2013	2017	Trend
1. Develop staff knowledge of City activity, the City's vision and future direction, through internal Communications.	1.1 Conducted staff communication surveys: • 2016 CULTYR study • 2017 Internal Communications Audit	The City has developed and communicated a clear vision for the future – I understand and support the direction the City is taking (CULTYR % agree)	NA	72	NA
2. Improve the City's community consultation and engagement processes.	• 2.1 New website with feedback opportunities • 2.3 Community Engagement Framework • 2.4 Social Media Policy	How the community is informed and consulted about City services and local issues (MARKYT index score) (*average informed and consulted)	60	60*	=
		The City has a good understanding of community needs (% agree)	67	60	▼
		The City clearly explains reasons for decisions and how residents' views have been taken into account (% agree)	NA	48	NA
3. Improve the community's knowledge of the City's Vision for the area.	• 3.3 Summary of Community Strategic Plan and promoted in community • 3.4 Annual budget summary	The City has developed and communicated a clear vision for the area (% familiar)	60	61	=
4. Improve stakeholder awareness of the City's services and community facilities.	• 4.1 Promote new facilities and services • 4.3 Emergency Services Headquarters • 4.4 Integrated Health Super Clinic, Library and Community Centre • 4.5 Coogee Beach Surf Life Saving Club • 4.8 Service e-newsletters for targeted groups	MARKYT – familiarity:			
		City of Cockburn website	51%	87%	▲
		Cockburn Soundings	86%	93%	▲
		Services and facilities for youth	75%	76%	=
		Facilities, services and care available for seniors	61%	66%	▲
		Sport and recreation facilities	86%	93%	▲
		Library and information services	89%	90%	=
		Community buildings, halls and toilets	82%	91%	▲
5. Keep stakeholders up-to-date with the status of major projects and issues.	• 5.2 Communication Plans for key projects & issues • 5.3 Communication Plans for Cockburn Central (CC) Town Centre and CC West • 5.4 'Major Projects' page for website • 5.5 Processes to keep webpages up-to-date	How the community is informed about City services and local issues (MARKYT index score)	NA	62	NA

CATALYSE ◆

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2012 - 2017 Objectives	KPIs (achievements / actions completed)	Performance			
		Performance measures	2013	2017	Trend
6. Promote City-run events.	Developed: • 6.3 event strategy (Cultural Strategy: art, culture, heritage and events 2016-2020)	Familiarity with festivals events and cultural activities	90%	94%	=
		Satisfaction score with festivals, events and cultural activities	62	71	▲
		During 2015/2016, residents were most aware of: • Coogee Beach Festival (62%) • Bibra Lake Fun Run (46%) • Rotary Spring Fair (39%) • Teddy Bears Picnic (37%)	NA	NA	NA
7. Improve the perception of local government through the continual improvement of customer service.	Developed: • 7.1online strategy for online service delivery to customers • 7.2/7.3 online tracking of customer request status by elected members and customers	Level of customer service (MARKYT index score)	59	68	▲
8. Ensure that the City of Cockburn primary brand is used consistently across all marketing communication and service points.	Developed/updated: • 8.1 Implementation plan to bring website/patrols into single interface • 8.4 Cockburn Style Guide • 8.6 Signage Style guide	Consistent branding across the City	NA	NA	NA
9. Achieve continual improvement in the perception of the City as a local government and the elected members as its leaders.		The City of Cockburn as the organisation that governs the local area (MARKYT index score)	61	69	▲
		Council's leadership within the community (MARKYT index score)	55	64	▲
10. Ensure that communication materials are accessible.	Introduced: • 10.2 Plan to integrate use of plain English throughout organisation • 10.3 Secure photo library software • 10.5 New website	Seen or read the City's weekly one page advert in the local newspaper over past 12 months (% yes)	49%	51%	=
		Received a copy of [this year's] City of Cockburn wall calendar (% yes)	43%	51%	▲

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Annexe 2 – Community Consultation

In December 2017, the City hosted a two hour community workshop with 24 members of the community, including a mix of residents by age, gender, life stage, location, disability and CaLD. A community survey was emailed to 4,000 randomly selected contacts from the City's customer database. The survey was completed by 374 residents (366 online and eight hard copies), reducing the sample error to +-5% at the 95% confidence level.

This demonstrated that channels with the greatest reach (percentage of respondents who recalled), not including the website, were the waste and recycling calendar (73%), website (71%), Cockburn Soundings (62%). Channels with the lowest reach were the one page advert in the Cockburn Gazette (18-45%) – but still valued by enough people for print advertising to remain viable; E-newsletter – (21%); Events foldout calendar – (27%) – but highly valued; wall calendar – (27-47%).

In terms of the perceived value of external communication channels the website and, waste and recycling calendar and events calendar had the highest perceived values while wall calendar had the lowest perceived value. and as a result of the wall calendar have low reach and lowest value of all communications, the budget has been re-allocated to ensure that the website governance is funded.

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Perceived value of external communication channels

The City's website and waste and recycling calendar are the most valued communication channels.

The City's wall calendar has the least value and relevance.

% of respondents	High value	Moderate	Low value	Sample size	Value Index Score
Waste and recycling calendar	73	23	4	254	85
City of Cockburn's website	72	23	5	241	83
Events foldout calendar	46	48	5	90	70
City of Cockburn's presence on Facebook	47	45	9	81	69
Comment on Cockburn	46	44	9	37	68
Cockburn Soundings	51	35	14	213	68
City of Cockburn's e-newsletters	45	46	9	70	68
City's one page advert in the Cockburn Gazette	45	43	13	59	66
Council rates brochure	40	48	12	185	64
City of Cockburn's presence on Twitter	41	37	22	13	60
Outdoor advertising	36	46	18	141	59
City of Cockburn's presence on Instagram	56	0	44	Small sample size 7	56
City of Cockburn's 2017 wall calendar	28	39	33	99	48

The website is by far the most popular place to <u>seek</u> information which is why an emphasis will be put on continually reviewing and improving customer journeys and content.

Channel preferences | pull communications

% of respondents

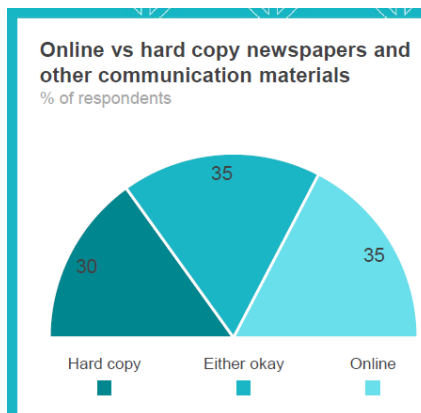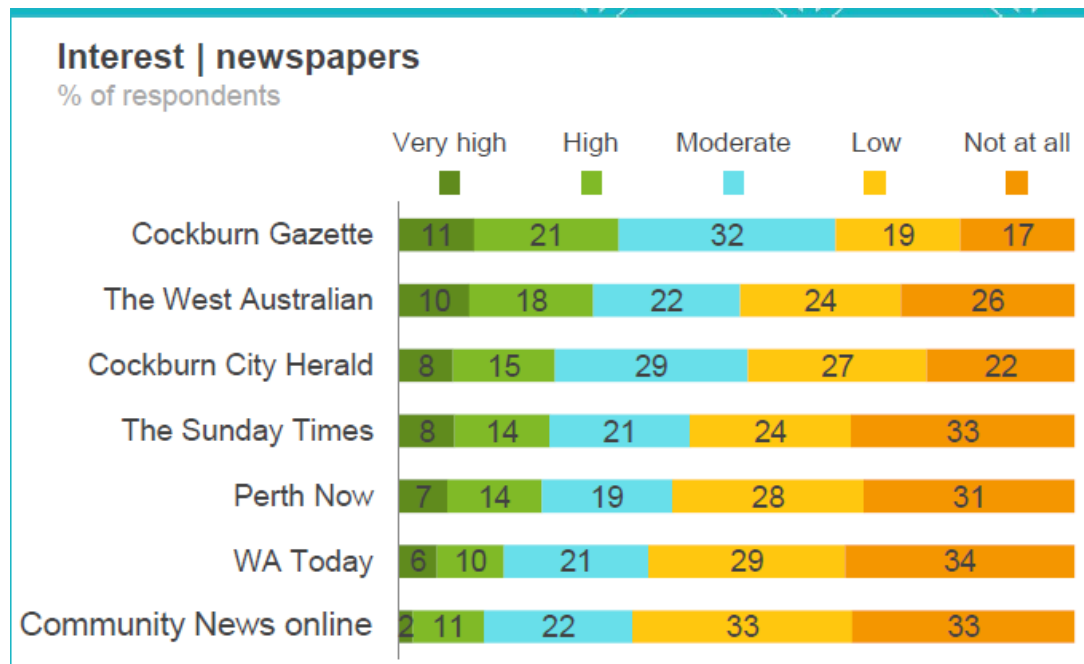| Channel	%
City of Cockburn website	68
Social media channels (Facebook, Instagram, Twitter, etc)	11
Phone the City of Cockburn	8
Look in the local community newspaper	5
Google	2
Email the City of Cockburn	2
Visit the local library	2
Visit City of Cockburn offices	2
Contact the Mayor / local Councillor	<1
Other (please specify)	2
None of the above	<1

The City's website is by far the most important tool for people when searching for information about the City of Cockburn.

The community also utilise the City's social media channels, call the City and look in the local community newspaper, but to much lesser extents.

Asked about preferences for online versus hard copy – the community is split, which means that the City has to continue to issue printed and digital communications.

Online vs hard copy newspapers and other communication materials
% of respondents

	%
Hard copy	30
Either okay	35
Online	35

While there is a decline in newspaper readership, some people still value reading a newspaper with the Cockburn Gazette the most popular of those asked below

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Interest | newspapers
% of respondents

	Very high	High	Moderate	Low	Not at all
Cockburn Gazette	11	21	32	19	17
The West Australian	10	18	22	24	26
Cockburn City Herald	8	15	29	27	22
The Sunday Times	8	14	21	24	33
Perth Now	7	14	19	28	31
WA Today	6	10	21	29	34
Community News online	2	11	22	33	33

The research highlighted key topics of interest with the top four being (more than 60% of residents are interested):

- Projects in my local suburb (78%)
- Major projects (69%)
- What is happening with local council services and facilities (68%) –
- Long term plans and vision for the region (60%)

The respondents were most interested in receiving **regular** updates about Cockburn ARC, sport, health and wellbeing, City wide news and events, environment and sustainable living.

Annexe 3 – Strategic Alignment with City strategies

Strategy	Aligned objectives / strategies / actions
Strategic Community Plan 2016-2026	Theme: Leading and Listening: being accountable to our community and engaging through multiple effective communication channels: • Deliver sustainable governance through transparent and robust policy and processes • 5.3 Listen to and engage with our residents, business community and ratepayers with greater use of social media
The numbers in the tables below refer to the strategy numbers in the relevant strategy.	
Age Friendly Strategy 2016-2021	Outcome 7: Communications and Information 7.1 Recognise that information needs to be disseminated in both hard-copy and electronic formats with an age-friendly style i.e. larger fonts, less dense text and straightforward language 7.2 Facilitate the delivery of information on planning for retirement 2.3.1 Facilitate discussion with the business community on a range of issues including parking, customer service, access and employment issues 2.4.1 Improve the current digital community information database 3.2.1 Facilitate provision of information on housing options for seniors and work with State and Federal government agencies to determine 5.3.1 Establish culturally and linguistically diverse (CaLD) engagement.
Children and Families Strategy 2016-2021	Outcome 3: Children and families in Cockburn are well-informed, valued, and involved in decision-making 3.1 Continue to develop and implement mechanisms that enable children to be informed and authentically involved in planning and decision-making by the City 3.2 Celebrate and promote the contribution that children make to the City 3.3 Develop mechanisms that facilitate the provision of accessible information to children and families,

Strategy	Aligned objectives / strategies / actions
	with particular attention to hard-to-reach groups 3.5 Promote City projects, plans, programs, services that are innovative or achieve excellence in improving outcomes for children and families
Youth Services Strategic Plan 2011-2016	Outcome 5: Youth Participation 5.3 Investigate the development of an interactive online forum to both seek opinions and give feedback. Staff members use their relationships with "at risk" young people to seek their input into what and how youth services go about their business. Identify and promote the role of Aboriginal champions within the Cockburn community as identified in the Reconciliation Action Plan
Community, Sport and Recreation Facilities Plan 2018-2031	The plan is yet to be finalised but the engagement around the projects and marketing of new facilities and upgrades will apply throughout.
Cultural Strategy (Art, Culture, Heritage & Events) 2016-2020	Determining ways to use City events to increase awareness, understanding and respect for different cultures past and present in Cockburn. Ensuring that the Aboriginal and Cultural Reference Groups are used as a key source of reference and consultation within the City of Cockburn
Community Development Strategy 2016-	Grow an informed and engaged community by creating opportunities for the community to learn about how Council works and how they can influence processes to ensure that their community needs and aspirations are considered.2.1 Support a vibrant Community Engagement Culture at the City of Cockburn

Strategy	Aligned objectives / strategies / actions
2020	2.2 Enhance relationships between the City, not-for-profit organisations and residents 2.3 Clarify, communicate and where possible simplify City processes for community activities
Disability Access and Inclusion Plan 2018-2023	Outcome 1: All people have equitable access to services and events organised by the City of Cockburn Strategies 1.5 Continue to provide communication supports at events and services and respond to individual support requests. Outcome 3 – People with disability receive information from City of Cockburn in a format that will enable them to access the information as readily as other people are able to access it. 3.1 Ensure marketing material and information produced by the City considers accessibility. 3.2 Aim to maintain and achieve WCAG 2.0 AA compliance of City websites and other digital platforms, through continuous improvement. 3.3 Promote availability of documents in alternative formats and provide them within a nominated timeframe. 3.4 Continue to promote events and services using a range of media. 3.5 Develop and implement a language services policy and procedures for interpreting and translation, including the National Relay Service and obtaining information in alternative formats on request Outcome 5 – People with disability have the same opportunities as other people to make complaints to the City of Cockburn. 5.1 Review the complaints process considering accessibility of information, requirements of people with disability or English as their second language, and the supports and resources available. 5.2 Create more awareness of City of Cockburn's complaints procedure. 5.3 Ensure relevant staff are able to provide quality customer service responding to complaints, considering communication needs of all. 5.4 Review complaints and feedback process and wording to ensure people are confident to make the

Strategy	Aligned objectives / strategies / actions
	complaint without fear of retribution. Outcome 6 – People with disability have the same opportunities as other people to participate in any public consultation by City of Cockburn. 6.1 Develop strategies to ensure community engagement is inclusive of people with disability. 6.2 Promote community engagements using a range of media, considering the needs of people with disability. 6.3 Ensure staff and contractors involved in community engagement are aware of alternative communication strategies.
Community Safety and CCTV Strategy 2017-2022	Objective 1: Promote crime prevention and community safety within the City of Cockburn 1.1 Develop security awareness and crime prevention materials and resources on key issues 1.2 Promote and maintain community safety and crime prevention initiative on CoC's electronic mediums. 1.4 Develop and implement annual marketing plans for Community Safety & Crime Prevention and CoSafe
Public Health Plan 2013-2018	5.1.4 Increase the Cockburn community's awareness of the importance and benefits of adopting and maintaining a healthy lifestyle 5.4.1 Increase the Cockburn community's awareness of the importance and benefits of physical activity and healthy eating
Waste Management and Education Strategy 2013-	Outcome 1: Avoid and reduce the generation of waste 1.1 To increase awareness of waste as a resource and to reverse rampant consumer behaviour Outcome 3: Enhance community leadership and education 3.1 To foster a community with the knowledge and skills needed to actively participate in waste avoidance and resource recovery 3.2 To increase awareness and education of waste as a resource

Strategy	Aligned objectives / strategies / actions
2023	3.3 To maintain community confidence in the City's commitment to waste avoidance and resource recovery
Reconciliation Action Plan 2017-2022 (2013-2016 only available online)	Action 3.1 Review of 'Strategic Consultation with Community Stakeholders' Policy. 7.1 Establish a database of Aboriginal and Torres Strait Islander community residents and contacts relevant to the City of Cockburn for imparting information. 8.1 Where appropriate Aboriginal Community Development Officer to attend annual meetings with relevant community groups and deliver a short Cultural Awareness session.

Further informing documents include:

Community Engagement Policy and Framework
Customer Service Charter
Access and Equity Position Statement

Annexe 4 – Ongoing Activities for Corporate Communications

Manages proactive and reactive media as well as the corporate social media sites
Implements key strategic campaigns on an annual basis
Develops an annual plan of activity at a tactical, operational level
Assists business units to develop and implement marketing plans /address communication related actions in their strategies and plans
Markets City wide events
Implements the Website Content Management and Governance Plan (daily)
Continues to review and increase engagement on social media platforms
Reviews the Crisis Communications Plan
Commissions the annual Community and Business Scorecard Surveys to determine organizational priorities and areas of concern
Produces documents including the Annual Report, rates brochure, Cockburn Soundings and e-newsletters. Graphic design marketing material, including advertisements, social media posts, posters
Commissions annual customer satisfaction surveys
Reviews the effectiveness of existing/alternative communication channels

Annexe 5 - Communication Channels

The table below outlines the key communication channels that the City of Cockburn uses. The number of channels continues to grow in the digital space.

Channel	Channel
Internal informing documents	**Printed Material (available electronically too)**
Brand Story (informs the style guides)	Annual Report
Corporate Style Guide and Corporate Writing Guide	Rates Brochure
Corporate Signage Guide	Newsletter (external) – Cockburn Soundings
Strategies and Plans	Newsletter (internal) – Splash (printed and electronic)
Strategic Community Plan	Annual Event Calendar
Corporate Business Plan	Billboards/ outdoor permanent boards/ mini boards/banners/signage incl
Annual Business Plan	Brochures, flyers, posters for events and service units
All other strategies and plans	Newspaper advertisements
	Surveys – hard copy
	Direct mail

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Channel	Channel
Face-to-face	Email / e-newsletters/email signatures
Events – information booths / pop up booths	Videos
CEO/ Director briefings	Signage - electronic
In-depth interviews, focus groups, workshops	Surveys/polls – online/ phone
Digital	WiFi
Websites – Corporate, Cockburn ARC, Azelia Ley, History (in development), Cockburn Community Groups (in development), Be Active (being brought under corporate website), Comment on Cockburn; internal intranet; apps	SMS
	Telephone and messages on hold
Media releases	Newspaper advertisements - online
Social Media (City platforms) - Facebook, Twitter, Instatgram, Youtube	TV, Radio
	Directories (online)

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