



TOWN *of*
EAST FREMANTLE

Communication and Engagement Strategy 2020-24

Adopted by Council: **August 2020**

CATALYSE 

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1 Executive Summary

Effective communication drives clear leadership, balanced decision making and more highly engaged communities and workforces.

Our vision	By 2024, the Town is communicating and engaging effectively. We have a clear and well communicated vision. Our community understands our story, our future. People feel heard and respected and that their needs are well understood.
Strategic Objectives Council has identified four critical issues.	<ol style="list-style-type: none"> 1. Share our story, our future. 2. Engage more effectively. 3. Target communications. 4. Strengthen internal communication.
Action Plan To address the critical issues, the Town will prioritise six actions to complete by 2024.	<ol style="list-style-type: none"> 1. Develop and implement a strategic campaign to articulate and share our vision - Our Story, Our Future. 2. Annually review and agree on strategic campaigns; the communication objectives with the greatest strategic importance. 3. Create and populate a shared, central customer database. 4. Target communications selecting the right channel, to deliver the right message to the right people at the right time. 5. Promote and encourage employees to adhere to relevant laws and best practice communication and engagement guidelines. 6. Work with Culture Club to improve top-down, horizontal and in-team communications across the organisation.

Everyone has a role to play in delivering effective communication and engagement at the Town of East Fremantle. We will implement the **Communication and Engagement Strategy 2020-2024** together. Ultimately, the Communications and Marketing Officer will be responsible for the successful implementation of this Strategy.

We will measure and report on our success using seven key performance indicators:

1. Clear and well communicated vision	2. Understand community needs ¹	3. Community consultation	4. How the community is informed
5. Top-down communication	6. Horizontal communication	7. In-team communication	

¹ Average of measure for Staff and Elected Members

2 Introduction

Effective communication is linked to strong community, customer and employee engagement. This drives improved business efficiencies and higher customer satisfaction. Poor communication has been associated with inconsistent leadership, poor decision making, high staff turnover and low customer satisfaction.

The Communication and Engagement Strategy 2020-2024 is a distinct roadmap that outlines a planned and strategic way forward to ensure the Town's communication opportunities, tactics, channels and activities across all areas of the organisation are consistent, relevant, affordable and achievable.

This Strategy has been developed in consultation with Elected Members, selected Town employees and the community. The engagement process involved:

- Strategic planning workshop with Elected Members
- Strategic planning workshop with the Executive Management Team
- Strategic planning workshop with a cross section of employees
- MARKYT® Community Scorecard: a biennial community perceptions survey. In 2019, the Scorecard was completed by 642 residents and ratepayers. The Scorecard evaluates performance and community priorities covering various aspects of communication and engagement. Results are benchmarked against other councils.
- Town of East Fremantle Employee Engagement Survey (2018)
- A review of the Town's communication and engagement materials
- Desktop review of industry trends

The Strategy covers the Town's vision for communication and engagement, the current situation, strategic objectives and how they will be addressed, communication laws and guidelines, and how the Strategy will be resourced, evaluated and reported on.

3 Our Vision for Communication and Engagement

By 2024, the Town is communicating and engaging effectively. We have a clear and well communicated vision. Our community understands our story, our future. People feel heard and respected and that their needs are well understood.

Importantly, we pause to let people know about our successes, as a local government and as a community. We share our good news stories in a methodical manner. Our communication and engagement is guided by our organisational values (Respect, Integrity, Teamwork, Empathy) and is integrated with the Town's commitment to genuine reconciliation with the first nations of this area, the Whadjuk/Noongar peoples and their descendants.

The Town has expanded its use of digital technology to provide the right message, at the right time to the right people. We have a central, shared database that stores accurate and up-to-date contact details and preferences for all beneficiaries of the Town, including Elected Members, residents, ratepayers, employees, sporting clubs, community groups, businesses and other key stakeholders. This enables the Town to segment customers' needs and target communication.

The Town has improved its reach by supporting traditional communication channels along with a strong and welcome presence on popular social media channels. The Town is growing and retaining followers by providing considered, relevant, interesting and timely content. We share local stories and images that build strong human connections.

The Town's website is well designed and supported. It contains pertinent information that is up-to-date and easily accessible and there is a growing number of online services providing 24/7 access.

Urgent messages are shared with the community via preferred communication channels.

Effective internal communication is linked to strong employee engagement, improved business efficiencies and better customer service. Intranet and email communication are being well managed. Outside and external staff have access to iPads and the cloud to access and share information. Customer requests, suggestions and complaints are effectively captured and tracked through the customer service request system. Information is easy to access, supporting all staff to respond to customer queries and requests with ease, speed and confidence.

Engagement activities support effective, informed and balanced decision making. We value meaningful conversations and exchanges of information and ideas. We have an annual engagement calendar, with digital and non-digital engagement activities scheduled to avoid overlap, duplication and over-consulting. We are respectful of the input our stakeholders provide therefore we record and refer to it, closing our consultation loops, retaining corporate and community insights and memory.

We adhere to the laws and best practice communication and engagement guidelines. We have a reputation for being professional, respectful and courteous. Our style is approachable, well-informed, progressive and aspirational.

4 Communications Landscape | the current situation

Overall the Town's communication practices have been working reasonably well.

In 2019, 642 residents completed a MARKYT® Community Scorecard to provide feedback on the Town's performance. The Town was in the top 2 for overall performance and was well ahead of the industry average for how it consults and informs the local community. Only a few community members mentioned the Town's website, newsletter or social media presence as key areas to focus on improving, though all could be improved with average performance ratings between okay and good.

The following SWOT analysis takes into account internal strengths and weaknesses that relate to communications, along with an assessment of external opportunities and threats. It summarises the main strategic SWOTs to focus energies on the areas of greatest relevance.

Strengths	Weaknesses
<ul style="list-style-type: none"> Town of East Fremantle is performing well overall (in top 2 places). Community consultation and informing the community are both above MARKYT® industry average. Good use of social media to promote East Fremantle's George Street Festival. 	<ul style="list-style-type: none"> Town's vision is not well communicated. Showing an understanding of community needs. Clearly explaining reasons for decisions. Not having a well populated customer database or extensive social media reach - Facebook, Instagram, LinkedIn, YouTube, etc. Not having a digital platform that enables customers to set and manage personal preferences.
Opportunities	Threats
<ul style="list-style-type: none"> Embrace digital innovations. Target communication and engagement to meet different audience needs (audience segmentation). Encourage and support sharing of Town information that has been made publicly available. 	<ul style="list-style-type: none"> Not being able to reach and engage with community members, in particular youth and young adults, due to poor customer database or social media networks. Not being able to meet growing expectations for personalised and customised service. Growing concerns with the inappropriate and unsafe use of social media.

"I would really like the Town of East Fremantle Council to be more transparent, really listen to the concerns of their constituents and open up real dialogue with the community."

"More connections and communication with residents re: future planning and proposed developments - generally residents need to carry out their own research to obtain any info."

"Use of the website / Facebook page to promote council issues / resident issues...keeping us up to date on the provision of local services would be useful and timely notification of changes to rubbish collections, road closures, roadworks etc would be useful."

5 Strategic Objectives

Council has identified four critical issues to address by 2024.



1. Share our story, our future.

What is our story? What has shaped our place, our culture over time? What makes us special and unique? What do we value and wish to preserve?

As a community, what do we aspire to do, change or accomplish to improve the quality of life in the Town of East Fremantle? What will our future look and feel like?



2. Engage more effectively.

How can the Town reach community members, especially harder to reach audiences? Which channels of communication do people prefer? What will encourage people to be more actively involved in shaping decisions, our future?



3. Target communications; deliver the right message, at the right time to the right people using the right channels.

Who lives and works in the Town of East Fremantle? What are their characteristics, preferences, interests and needs? What information do they need? How do they wish to be engaged?



4. Strengthen internal communication.

How can the Town's culture, systems and processes be improved to support more agile and effective internal communication and customer service?

6 Objective 1: Share our story, our future

Effective visions are aspirational statements that articulate dreams and hopes for the future. They inspire and motivate people to change their way of being, their attitudes and behaviours to achieve an altered state.

The Town of East Fremantle's current vision is:

“Inclusive community, balancing growth and lifestyle”

In 2019, only 33% of residents agreed that the Town had a clear and well communicated vision for the future. This had dropped from 43% in 2017 to be 3% points below the industry standard for WA councils. This compared to a high of 61% agreement by the leading council in WA.

While the Town's current vision articulates hopes for an inclusive community, balancing growth and lifestyle, communicating a vision statement on its own is not enough. To convince people to change or to embrace changes around them, the vision statement must come to life with supporting stories, goals, tangible examples, images, artist illustrations, 3D models, videos and more.

There are many benefits in developing and communicating a clear vision. Forbes report that *“employees who regard their organisation's vision as meaningful are up to 28% points more engaged than the average²”*.

Action Plan

To develop and communicate a clear vision, the Town will:

Actions	Responsible	Timing
1.1 As part of the review of the Town's Strategic Community Plan, engage key stakeholders (community representatives, Elected Members and employees) to research how the Town can create and communicate a more meaningful, achievable and inspiring vision.	CEO/CMO/CCE	2020/21
1.2 Articulate and share our vision – ‘Our Story, Our Future’ to be integrated across all content campaigns. The Town needs to tell a good story to bring the vision to life. A good storyteller creates trust, captures hearts and minds. People find it easier to relate to and repeat a story than to talk about a vision statement.	CMO/CCE	2020/21
1.3 Report on the journey. The Town will use visual aids and provide updates on key performance indicators to keep all aware of progress being made towards the vision and motivated to keep going.	CMO	2022 onwards
1.4 Develop promotional marketing materials	CMO/CCE	2020 onwards

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

Dr. Howard Gardner, Professor Harvard University

² www.forbes.com/sites/joefolkman/2014/04/22/8-ways-to-ensure-your-vision-is-valued/#3c80eafc4524

7 Objective 2: Engage more effectively

Effective stakeholder engagement is important as it helps to improve the quality, transparency and legitimacy of decision making, increasing acceptance of decisions, commitment to outcomes and overall quality of life. We want people to value opportunities to have their say, to feel they will be heard and that their views and ideas will be valued and respected. We want the community to feel that we understand their needs and that these needs are taken into account when the Council is making decisions.

Across local government generally there is a declining and alarming downward trend. Fewer people feel that Elected Members understand local community needs. In 2019 in the Town of East Fremantle, 27% of residents agreed that local councillors understood local needs, down from 41% in 2014. While this is close to par with the current industry average in WA, the leading council achieved a result of 50% agreement. In the same study, the Town achieved a performance index score of 60 out of 100 for how the community is consulted about local issues. This was up 6 index points from 2017, 14 points ahead of the industry average and just 3 points behind the leading council in WA.

While the Town has been performing well relative to other councils, we know we can do more. We need to get better at engaging the disengaged and hearing from harder to reach audiences. In our last community survey, approximately 19% of households participated. While this was a good response (and almost double the expected rate of 10% from postal and online surveys), we want to lift the participation rate to hear from younger adults. Just 4% of respondents were aged 18 to 34 years yet we know they represent close to 22% of our local community.

Our Preferred Engagement Channels

We use a range of engagement channels to best meet our customers' needs. Some of our preferred engagement channels and tools include:

- Videos (with links to content available via web)
- Social media posts and stories/invitations
- Live online discussions (Facebook live/Instagram TV)
- Hubs created online (LinkedIn groups for local business, for example)
- Polls through voting options available on social media
- Elections and polls
- Single question referendums / community ballots
- Formal submissions and public comment forms
- Public meetings and forums
- Meet and greet sessions
- Door knocking to engage in meaningful one-on-one conversations
- In-depth interviews
- Small group meetings
- Focus groups
- Workshops
- Information / pop up stalls / presence at local community events
- Listening posts
- Online, postal, intercept and phone surveys
- Online engagement via social media platforms (Facebook, Instagram, LinkedIn, etc)
- Working Groups
- Council Committees
- Hosting residents in local cafes/restaurants for chats with Mayor/Councillors/experts

Action Plan

To improve engagement, the Town will:

Actions	Responsible	Timing
2.1 Investigate and adopt a range of digital and non-digital engagement channels to remain current and relevant, and meet the needs of different community segments.	All	Ongoing
2.2 Arrange community engagement training for key personnel.	HR Coordinator	2020
2.3 Engage with the community, focusing on harder to reach audiences, to understand their motivators and barriers for engagement and how to overcome the barriers.	CMO/CCE	2020
2.4 Develop and coordinate an Annual Engagement Calendar that schedules engagement activities in a way that supports teams to make effective decisions throughout the year while minimising duplication and respondent burden.	CMO/CCE	2020 and ongoing
2.5 Create and populate a shared, central customer database that captures key information, including contact details, age, interests and communication and engagement preferences / permissions. This will create a 'one view of the customer', where existing customer databases (rates, e-newsletters, dog and cat registrations, planning and building approvals, etc) are integrated so that every customer data element is mastered or edited in only one place and customers can set and manage personal preferences.	CMO with external Assistance	2020/21
2.6 Be more diligent about closing the engagement feedback loop – ensuring communications demonstrate an understanding of community needs and clearly explain reasons for decisions.	CMO	Ongoing

8 Objective 3: Target communications

To be effective, organisations are encouraged to target communications, delivering the right message at the right time to the right people using the right channel. Messages must also be:

- Relevant and interesting
- Clear, timely and consistent
- Credible, believable and persuasive
- In locally understood language

Delivering the right message...

Local governments face a significant challenge with communication and engagement in that they are required to routinely deliver messages to various, often all, community segments to increase awareness, knowledge and understanding and to change attitudes and behaviours across a very diverse range of topics. Continuing business as usual, the Town will engage and communicate about the following topics and more.

Objectives	Communication and Engagement Topics	
Grow awareness, knowledge and understanding	<ul style="list-style-type: none"> • Stakeholders' needs and aspirations • Town's vision for the future • Town values (RITE & RAP) • Major projects (repeated) • Laws, codes and guidelines • Council meetings • Council decisions • Annual Electors Meeting • Rates notices • Plans, strategies and budgets • Local Planning Scheme reviews • Scheme amendments • Systems, processes and procedures • People (roles and responsibilities) • Infrastructure upgrades • Planning and building applications 	<ul style="list-style-type: none"> • Services, facilities and infrastructure • Road and footpath closures • Waste education • Events (sport and community) • Local news and stories • Topics of interest (sustainability, health and wellbeing, youth, seniors, and more) • Tenders, quotes and offers • Funding and grant opportunities • Customer service requests and complaints • Emergency notifications and warnings • Joint initiatives (SMRC, SWG)
Change attitudes	<ul style="list-style-type: none"> • Perceptions of the Town's brand / place (reputation) • Agreement that the Town has strong leadership and a compelling vision • Perceptions of value for money from council rates • Perceptions of performance (employee engagement, services and facilities) • Community sentiment in relation to diversity, sustainability and more • Acceptance of new ideas and innovations (willingness to change) 	
Transform behaviours	<ul style="list-style-type: none"> • Compliance with local laws • Participation in community and employee engagement activities • Sustainable behaviours related to waste, water, energy and travel • Health and wellbeing behaviours • Attendance at events 	

When planning an event, major strategy or project, staff must consider the need for community engagement. To assist, the Town's **Project Plans, Engagement Checklist** and **Engagement Strategy** templates (available on intranet) can provide guidance, as can CMO/CCE.

Resources and stakeholders' capacity to receive and process information necessarily limit how much attention can be given to communicate and engage on all of these topics. In 2020, the Town will focus efforts on the following strategic campaigns:

2020 Strategic Campaigns

1. Articulate and communicate Our Story, Our Future.
2. Support key projects in 2020:
 - Strategic Community Plan Review
 - Urban Streetscape and Public Realm Style Guide
 - Traffic and Parking Management Plan
 - East Fremantle Oval
 - Leeuwin Barracks
 - Woodside Maternity Hospital redevelopment
 - Royal George Hotel
 - Preston Point Road North Recreation Precinct Masterplan
 - Upgrades to Riverside Road
 - Climate Action Reference Group/Action Plan
 - Reconciliation Action Plan
 - Disability Access and Inclusion Plan
 - Local Planning Strategy
 - Major Development Applications (ie Roofing 2000 site)
 - and other projects as they emerge.
3. Improve perceptions of footpaths, cycleways and streetscapes – the top priorities in the 2019 MARKYT® Community Scorecard.
4. Grow, populate and update the Town's customer database.

...to the right people...

The Town of East Fremantle sees the benefit and value of identifying and considering unique needs and preferences among different customer segments. However, we recognise the dangers of drawing incorrect conclusions based on demographically derived stereotypes. All males are not the same; all young people are not the same; all people with a disability are not the same.

To communicate effectively, we will constantly question and challenge any assumptions or stereotypes based on a person's gender, age, ethnicity, etc. Any customer segmentation will be based on information that is relevant for the project. While geo-demographics may be a consideration when forming segments, we will also consider community characteristics such as their interests, attitudes and behaviour. Segmentation models will be fit for purpose.

Where viable, communication and engagement will be customised and targeted to meet individual needs and preferences, rather than segmented groups.

Internal Stakeholders	External Stakeholders	Community characteristics
Elected Members Executive Leadership Team Departments Teams Volunteers Reference and advisory groups Project working groups Contractors	Ratepayers Residents Customers Visitors Investors Businesses Business associations Peak bodies Trade unions Community groups Sporting clubs Special interest groups Local schools / universities Other local Councils Regional Partners Government (State and Federal) Politicians Media Suppliers	Values Interests Awareness, knowledge and understanding of an issue Opinions and attitudes Behaviours Experiences Communication preferences Access to technology Demographic considerations: Age Gender Ethnicity Disability Lifestage Education Employment status Location Home ownership Dwelling type

...using the right channel

We use a range of communication channels to best meet our customers' needs. Communication channels must be strategically managed by communication specialists. We continuously review our channel portfolio to meet the Town's and the community's needs. Some of our preferred communication channels and tools include:

- Strategic Community Plan
- Corporate Business Plan
- Annual Report
- Budget Bulletin
- Corporate Style Guide
- Community Engagement Request
- Fact Sheets
- Town's official website
- Facebook – Town's corporate page
- Facebook – East Fremantle's George Street Festival page
- Instagram
- YouTube (to be launched)
- LinkedIn (including East Fremantle business group, launched 2020)
- Other Social Media
- Video messages and podcasts
- Community meetings and seminars
- Media releases and press conferences
- Newspaper articles / advertorials (Town Talk)
- Newsletters and e-newsletters
- Special reports, brochures, flyers and posters
- Outdoor banners and signage
- Calendars
- Advertising
- Radio interviews
- Email (more) and direct mail (on request)
- SMS
- Informal communication
- Welcome pack for new residents

Action Plan

To improve communications, the Town will:

Actions	Responsible
3.1 Promote and encourage employees to adhere to relevant laws and best practice communication and engagement guidelines. (See section 10: Communication Laws and Guidelines).	CMO/CCE
3.2 Annually review and agree on strategic campaigns; the communication objectives with the greatest strategic importance. Engage with officers to develop a short list to present to the CEO and Council for consideration and endorsement.	CMO/CCE
3.3 Develop and implement Strategic Campaigns to support communication priorities in 2020: <ul style="list-style-type: none"> - Key projects (Strategic Community Plan Review, Local Planning Scheme review, East Fremantle Oval Precinct and Leeuwin Vision Plan). - Progress with footpaths, cycleways and streetscapes (the community's top priorities in the 2019 MARKYT® Community Scorecard). - Town's customer database. 	CMO
3.4 Once the customer database is established and populated (see action 2.5), conduct community segmentation analysis. Profile community segments based on relevant characteristics, interests and preferences (such as dog owners, families with young children, seniors, etc) and set up appropriate targeted communication channels (i.e. email groups).	CMO with external assistance
3.5 On a timely basis, provide the Communications and Marketing Officer with relevant and interesting content related to individual service areas or special projects. Use the Engagement Checklist and Comprehensive Engagement Strategy templates where appropriate/directed.	All
3.6 Target communications selecting the right channel, to deliver the right message to the right people at the right time.	CMO
3.7 Develop and manage unique Facebook profiles for major projects and key events (such as East Fremantle's George Street Festival).	CMO/CCE

Actions (continued)	Responsible
3.8 Develop and implement a cost effective advertising and paid content plan. Evaluate potential reach, effectiveness and value of different channels, such as Town advertorials in the local community newspaper vs social media advertising. Seek and demonstrate the greatest value.	CMO/CCE
3.9 Evaluate the feasibility of having fixed and mobile electronic message boards to display key messages.	CMO
3.10 Strive to become a paperless environment. Work with teams to transition postal customer correspondence to email, SMS or other digital channels.	CMO / RO/EMCS
3.11 Review and update communications to ensure the use of plain English and that the tone is direct, calm, understated, respectful and positive. Note where officious wording is required to meet a statutory requirement and consider placing statutory requirements in a different font or a coloured box to explain and justify the different tone.	All, with support from the CMO
3.13 Comprehensive overhaul of Town of East Fremantle website and intranet to ensure <ul style="list-style-type: none"> • compliance with accessibility standards • alignment with corporate (RITE and Reconciliation Action Plan) values, • online payments/forms are enabled • transparency and accountability congruence with “Our Story – Our Future” and sells the Town as a trusted and knowledgeable provider of services. 	CEO/CMO/all staff
3.14 Enhance internal communications by <ul style="list-style-type: none"> • ensuring all news is shared internally • enhancing the EFFI intranet • developing an internal newsletter ‘The Easterly’ which is sent to all staff and available online 	CMO/HRC

9 Objective 4: Strengthen internal communication

Effective internal communication is linked to strong employee engagement, improved business efficiencies and greater levels of customer service, while poor communication has been associated with inconsistent leadership, poor decision making, low staff morale, high turnover and customer dissatisfaction.

In the Town of East Fremantle's 2018 Employee Engagement Survey, completed by 73% of employees, it was reported that communication, performance related feedback and conflict were areas that were seen as needing to be managed more effectively. The main concerns relating to internal communication were:

- How change is communicated in the workplace
- Top-down communication being open and honest
- Effective sharing of relevant knowledge and information
- Horizontal communication between work teams (silos)
- Communication within work teams



In a follow up staff engagement survey in 2019, 86% of participants agreed that internal communications had improved.

Our preferred internal communication tools

We use a range of communication and engagement channels to meet our internal customers' needs. Some of our preferred channels include:

- Strategic Community Plan
- Business plan and supporting strategies
- Annual Report
- Customer Service Charter
- Website and Intranet
- Intranet alerts and notifications
- Social media pages
- CEO Ordinary Council Meeting debrief
- Quarterly CEO/Director briefings
- Monthly CEO/Director email updates
- CEO/Directors to 'walk the floor' regularly
- All staff emails from the CEO
- Group emails
- Scrums and tool box meetings
- Induction meetings / tours
- Culture Club meetings
- Staff awards
- Posters and notice boards
- Community newsletters
- Name badges
- Employee surveys and interviews
- Employee workshops and focus groups
- Informal communication

Action Plan

To improve internal communication, the Town will:

Actions	Responsible	Timing
4.1 As part of the review of the Strategic Community Plan, engage employees to understand how the value and usefulness of the Strategic Community Plan could be improved.	CEO / CCE / CMO/ HRC	2020
4.2 Work with Culture Club to improve top-down, horizontal and in-team communications across the organisation.	HRC / Culture Club	2021
4.3 Review, trial and embrace technology innovations to enhance collaboration and information sharing between departments, teams and individuals, such as the introduction of iPads for outdoor crews. Ensure sufficient promotion, training and support is provided to encourage adoption and effective use.	OM/OM/EMCS	2021/ 2022
4.4 Review processes for managing and resolving internal conflict.	HRC	2020
4.5 Review and improve the system for logging and actioning suggestions and complaints through the customer service request system.	Customer Service Team Leader	2020
4.6 The provision of more regular and encouraging feedback to employees.	HRC/All staff	Ongoing

10 Communication Laws and Guidelines

Elected members, employees and contractors are required to be familiar with and to abide by relevant laws that relate to communication and community consultation, such as:

- *Local Government Act (1995)*
- *Town of East Fremantle Code of Conduct*
- *Privacy Act (1988)*
- *Disability Discrimination Act (1992)*
- *Local Government (Rules of Conduct) Regulations 2007.*
- *Integrated Planning and Reporting Framework and Guidelines*
- *Planning and Development (Local Planning Schemes) Regulations 2015*
- *Land Administration Act 1997.*

Laws are supported by best practice guiding principles. Everyone is encouraged to abide by the following guidelines to improve the effectiveness of communication and engagement.

Industry standards and best practice

The Town will conduct communications and engagement according to the highest industry standards and accreditations including:

- IAP2 (International Association for Participation)

The Communications and Marketing Officer and the Coordinator Community Engagement will be committed to seeking out professional development opportunities to ensure their skills are current and in keeping with the highest industry standards, both through in-person training and online content (webinars, podcasts). They will participate in collegiate upskilling via networks including:

- LGPro Communications Network (CMO is a member of the WA State Committee).

The CMO and CCE will seek out opportunities to profile the capability and experience of the Town of East Fremantle within the local government sector and within the fields of marketing, communications and engagement.

They will be supported by the Town in having paid memberships to professional development memberships and associations where appropriate, as approved by the CEO.

Communication and Engagement Guidelines

1. Engage early and do it because we see the value in engaging, not just because we have to.
2. Ensure everyone has an opportunity to have their say on major projects and decisions.
3. Demonstrate an understanding of community needs. Target communications and engagement activities to meet the needs of different customer segments.
4. Make communications accessible for all, using simple, easy to understand, friendly language.
5. Ensure all content published about the Town of East Fremantle is accurate and is not misleading.
6. Assist stakeholders to provide informed opinions by doing your homework before going out to consult. Provide stakeholders with valuable background information including experts' observations, ideas and recommendations, examples of what leading councils are doing around the world, and new concepts and innovations for consideration.
7. Listen and respect other people's views, opinions and ideas.
8. Clearly explain reasons for decisions and how residents' and stakeholders' views were taken into account.
9. Be organised and considerate of other people's time. Don't consult last minute and don't over-consult or over-communicate. Plan your engagement activities with consideration for what others are doing. Avoid engaging during busy periods such as religious or school holidays.
10. Respect copyright. Don't use, share or publish information without permission.

Please refer to the Town of East Fremantle's **Community Engagement Plan** for further guidance.

Social Media Guidelines

1. Original content for the Town of East Fremantle, including stories, news, images and events, may only be posted on official Town social media accounts by authorised parties.
2. Everyone is encouraged to share the Town's posts once they are public. Original content must not be posted on non-Town sanctioned social media accounts, without permission from the CEO.
3. Community requests received through social media should be referred to the CMO or the Executive Assistant to the CEO. Requests for service to be recorded via Synergy and actioned by the appropriate officer.
4. Do not comment on or disclose information that is confidential to the Town of East Fremantle. If you are unsure whether a piece of information is confidential, ask the responsible manager or the CEO.
5. Ensure all content published about the Town of East Fremantle is accurate and is not misleading.
6. Do not make any comments or post material that might damage the Town of East Fremantle's reputation. Do not make comments or posts that reflect adversely on the decisions of the Council or on the character or actions of individual Elected Members or employees.
7. Do not post or respond to any material that is obscene, defamatory, threatening, harassing, discriminatory or hateful to another person or entity.
8. Only share or disclose information about the Town of East Fremantle that is publicly available.

Please refer to the Town of East Fremantle's **Social Media Policy 1.3.1** for further guidance.

Public Relations and Media Management Guidelines

1. The Mayor is the official spokesperson for the Town of East Fremantle and may represent the Town in official communications, including; speeches, comment, print, electronic and social media. Where the Mayor is unavailable, the Deputy Mayor may act as the spokesperson.
2. The CEO may speak on behalf of the Town of East Fremantle, where authorised to do so by the Mayor.
3. All enquiries from the Media for an official Town of East Fremantle comment, whether made to an individual Elected Member or Employee, must be directed to the CEO, the Executive Assistant to the CEO and / or the Communications and Marketing Officer. Information will be coordinated to support the Mayor or CEO (where authorised) to make an official response on behalf of the Town of East Fremantle.
4. Elected Members may make comments to the media in a personal capacity.
5. Media releases and media statements may only be issued from the Executive Assistant to the CEO or Communications and Marketing Officer on behalf of the Chief Executive Officer or the Mayor. Please forward all draft media releases, media alerts, statements to the Executive Assistant to the CEO or Communications and Marketing Officer for review and distribution.
6. All advertising is to be checked by the Communications and Marketing Officer to ensure alignment with tone, style and brand. Ads relating to Council Meetings are to be co-ordinated through the Executive Assistant to the CEO. Content for other ads to be developed by work teams and cleared by the relevant manager prior to being cleared by CMO.

Please refer to the **Elected Member Communication Policy** and **Communication and Community Engagement Policy** for further information.

Corporate Brand Guidelines

It is important that we present a professional, positive and consistent public image with all of our communications. This includes the website, social media, email notifications, advertising, signage, posters, stationery, newsletters, email newsletters, uniforms, vehicles, buildings and more.

The Corporate Style Guide helps us to do this. It provides guidelines on the use of the logo, the logo in conjunction with the Crest, and the colour palette. It also provides examples of artwork for key communication documents. The Corporate Style Guide is to be utilised by graphic designers, printers, advertising and PR agencies.

Please refer to the **Corporate Style Guide** for further information.

Please contact the Communications and Marketing Officer prior to engaging or briefing external agencies.

11 Content and Writing Guide

When writing content, we follow the Australian Government's **Content Guide**.

Please refer to <https://guides.service.gov.au/content-guide/> and Writing Help document on EFFI.

The Content Guide covers:

- Content structure
- Writing style
- Accessibility and inclusivity
- Punctuation and grammar
- Numbers and measurements
- Formatting

Our top writing tips

1. Be aware who you are writing for and adjust your language and tone to meet their needs.
2. Use plain English. Writing in plain English means using simpler and more direct language. It does not mean 'dumbing down' information. Aim for age 9 reading level.
3. Avoid jargon.
4. Use a modern government tone that is:
 - Direct, calm and polite
 - Understated
 - Sensitive and respectful
 - Positive
5. Use title case for proper nouns — for example, names of people, places or organisations.
 - Town of East Fremantle' or the 'Town' – not the 'town'.
6. Use 'Elected Members' when referring to the Mayor and Councillors.
7. Avoid using Latin abbreviations eg, ie, etc (et cetera) and nb.
8. No exclamation marks (!). Try to keep the tone calm and understated.
9. No smiley face icons in communications. Again, keep the tone calm and understated.
10. We don't punctuate dates. We use 'Thursday 8 October 2020' not '8th October, 2020'.

Please refer to the Communications and Marketing Officer if you'd like help with communications.

12 Resourcing the Strategy

Everyone has a role to play in delivering effective communication and engagement at the Town of East Fremantle. We will implement this strategy together.

Ultimately, the Communications and Marketing Officer will be responsible for overall implementation of the Communication and Engagement Strategy 2020-2024.

Being a small council, the Town has adopted an integrated approach to communication and engagement. Communication roles and responsibilities are shared between the following employees:

Communication Roles and Responsibilities	CEO	Executive Assistant	Executive Manager Corporate Services	Executive Manager Regulatory Services	Communications and Marketing Officer	Coordinator Community Engagement	HR Coordinator	Finance Officer
Brand Management					✓			
Economic Development						✓		
Events						✓		
Public Relations / Media Statements	✓	✓			✓			
Marketing and Communications					✓			
Website Management – all areas		✓			✓			✓
Website Management - Online Directory (Business & Community) and Events Calendar		✓			✓	✓		✓
Website Management - Community Consultation Module		✓			✓			✓
Social Media Management					✓			
Facebook management - Corporate Town page					✓			
Facebook Management – East Fremantle's George Street Festival					✓	✓		
Information and Communications Technology			✓					
Customer Database Management					✓			
External Stakeholder Engagement	✓	✓	✓	✓	✓	✓	✓	
Employee Engagement and Cultural Change	✓		✓	✓		✓	✓	
Customer Service	✓	✓	✓	✓	✓	✓	✓	✓

Budget requirements

Many of the actions in the Communication and Engagement Strategy will be implemented within the Town's existing corporate and team budgets, as indicated throughout this strategy. A breakdown of costs is supplied below (inclusive of GST).

	2020/21	2021/22	2022/23	2023/24
Upgrade to Town of East Fremantle web/ intranet	\$20,000	\$5,000	\$5,500	\$5,500
Engagement costs (not allocated within project budgets) including videos on major projects 12 @ \$1,500 each	\$18,000	\$18,500	\$19,000	\$19,500
Community Calendar (design and print) featuring Mayor and Councillor directory, Town events, key dates, community directory, waste and recycling info and Town Map	\$14,000	\$15,500	\$17,000	\$18,500
Printed newsletter 3 @ \$3,000 (including design, print & distribution)	\$9,000	\$9,500	\$10,000	\$10,500
Development/creation of marketing materials including welcome packs for new residents	\$5,000	\$5,500	\$6,000	\$6,500
Destination marketing/paid advertising/advertorials	\$7,500	\$7,500	\$7,500	\$7,500
Creation of master dataset of email addresses of all residents (establishment costs for year 1, update costs for out years)	\$5,000	\$2,000	\$2,250	\$2,500
Joint marketing campaigns with partners (Fremantle, Melville) on post-COVID-19 economic recovery	\$3,750	0	0	0
Photography & graphic design	\$3,500	\$4,000	\$4,500	\$5,000
Look Local/Business Development	\$2,750	\$2,900	\$3,125	\$3,250
Licences for MailChimp (production of e-news) and SurveyMonkey (online surveys)	\$2,500	\$2,600	\$2,700	\$2,800
Brochures/fliers/DLs on various topics	\$2,500	\$2,600	\$2,700	\$2,800
Paid licence for Canva for the production of Budget Bulletin and other in-house brochures/fliers	\$2,000	\$2,200	\$2,400	\$2,600
Funds for incentives for online campaigns	\$2,000	\$2,250	\$2,500	\$2,750
Paid social media advertising	\$1,500	\$1,750	\$1,900	\$2,150
Licence for social media scheduling and monitoring package - Hootsuite	\$1,000	\$1,250	\$1,500	\$1,750
Marketing and communications miscellaneous items	0	\$21,500	\$21,425	\$21,400
Total	\$100,000	\$104,550	\$110,000	\$115,00

13 Communication and Engagement Scorecard

The Town will evaluate success using the following scorecard.

Performance Area	Key Performance Indicator	2019 Score	Comparison to MARKYT® Industry Average	2024 Target
Community sentiment (% agree)	Clear and well communicated vision	33%	3% pts ▼	Increasing and above MARKYT® Industry Average
	Understand community needs ³	30%	3% pts ▼	
	Town listens to and respects views	38%	5% pts ▲	
	Clearly explains decisions and how residents' views are taken into account	32%	4% pts ▲	
Performance (Index Score out of 100)	Community consultation	60	16 pts ▲	Strive to be the Industry Leader
	Informing the community	61	8 pts ▲	
	Customer service	65	4 pts ▲	
	Website	64	5 pts ▲	
	Social media	57	1 pt ▲	
	Newsletter	63	On par	
Reach (as of Dec 2019)	Customer database (# contacts)	0	-	Striving for 100% represented
	Website users	45,114	-	60,000
	Facebook followers: Town page	2,302	-	6,000+
	Facebook followers: George Street Festival	4,650	-	6,000+
	enewsletter subscribers	1,300	-	5,000+

Performance Area	Key Performance Indicator	2020 Score	Comparison to CULTYR® Industry Average	2024 Target
Internal Communication (Index Scores out of 100)	Top-down communication	69	6 pts ▲	Increasing and above CULTYR® Industry Average
	Horizontal communication	57	1 pt ▲	
	In-team communication	70	5 pts ▼	

▲ = above industry average

▼ = below industry average

³ Average of measures for Staff and Elected Members

14 Reporting

Annually, the Town of East Fremantle's Communications and Marketing Officer and Coordinator Community Engagement will analyse and report on progress against Key Performance Indicators.

A **Communication and Engagement Scorecard** will be shared with key stakeholders as follows:

Stakeholder Group	Reporting Format
Executive	Presentation
Council	Presentation
Staff	Presentation
General Community	Website / Social Media / Newsletter

To support continuous improvement, each year, the Communications and Marketing Officer together with the HR Officer will facilitate a workshop with the Culture Club (with representatives from across the organisation) to:

- Reflect on the Communication and Engagement Scorecard
- Consider how implementation of the Strategy is progressing
- Develop recommended revisions to the Strategy and approach being adopted by the Town

These recommendations will be provided to the CEO for approval and endorsement. This will keep the Communication and Engagement Strategy 2020-2024 live and current during the term of the Strategy.

The Communication and Engagement Strategy 2020-2024 will be formally reviewed in 2024.