

City of
Cockburn



wetlands to waves



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Executive Summary

In 2006 the City developed a five year Communication Strategy. This has run its course with the outcomes detailed in Appendix 1.

This updated strategy will:

- address the best and most sustainable ways for the City to communicate the breadth of facilities, events and services the organization provides to their diverse Community;
- provide a framework for communicating the City's current and future strategic plan objectives and inform stakeholders on areas which are of concern to them.
- consider ways to increase two-way dialogue, and improve consultation and engagement between the City and its key stakeholders (see Appendix 2) to improve the perceptions of transparency, honesty and trust.
- build on the strengths of existing and emerging communication channels.

This strategy has been developed using results of:

1. The annual Catalyse Community and Business Perceptions Survey 2012;
2. Results from the annual Customer Satisfaction KPI Survey 2011; and,
3. Results from two community focus groups on City Communications undertaken by Catalyse, August 2011 (see Appendix 3).

This plan will cover the period July 2012 to June 2017 and will be reviewed each year.

In the City's 2012 Community Perceptions Survey undertaken by Catalyse, the City received an overall satisfaction rate of 86% with satisfaction climbing in the past five years to reach and pass 2005-6 levels.

- ✓ 68% of those surveyed said that they were satisfied with how the community is informed about local issues (34% were delighted). 92% were familiar with information provided by the City and it was considered a matter of priority for 4% of those surveyed.
- ✓ 53% of respondents agreed that the City has developed and communicated a clear vision for the area (what the area will look like in 10 years), ahead of the industry average of 37%. 27% disagreed. Older and newer residents are more likely to agree with this statement.
- ✓ 88% of those surveyed were familiar with Cockburn Soundings. 81% were satisfied and 46% delighted with it.
- ✓ 55% were aware of the City's website. While only 1% considered it a priority, 81% were satisfied and 49% delighted. This 49% is the industry high.
- ✓ 78% were satisfied with the efficiency and effectiveness of customer service and 47% delighted.

In the annual KPI Customer Satisfaction Research undertaken by Research Solutions in 2011 overall customer satisfaction with Customer Services was 96% (rating 6-10) with 68% of customers truly satisfied (rating 9-10).

Communication Focus Groups (Community) September 2011 (Catalyse) (See Appendix 3)

Catalyse concluded that most stakeholders believe that the City is doing an 'okay' job at communicating with residents. To improve, the City's communications strategy should:

1. Incorporate a more human touch.
2. Tackle 'hard' issues.
3. Add a personal and targeted approach (by suburb or local neighbourhood, but not by Ward).
4. Engage residents in genuine, two-way communications.

Specific discussion focused on key corporate communications tools and as a result actions have been undertaken (See Appendix 3). The broader advice has been taken into consideration when developing this Communications Strategy.

Evaluation

Evaluation of this plan will be through the:

1. Annual Community and Business Perceptions Survey;
2. Annual KPI Customer Satisfaction Surveys;
3. Internal Communications Survey (bi-ennial);and,
4. Analysis of media messages.
5. Feedback from Regional Seniors Group, Disability Reference Group, Childrens' Reference Group, Aboriginal Reference Group

Table 1

Measure	Satisfaction 2011	Satisfaction 2012	KPI 2013	KPI 2014	KPI2015-17
Community satisfaction with how the City informs the community;	64% satisfied 17% dissatisfied 24% delighted	68% satisfied 16% dissatisfied 34% delighted	70% satisfied 16% dissatisfied 35% delighted	72% satisfied 15% dissatisfied 36% delighted	To be reviewed
Whether the City has communicated a clear vision for the future	46% satisfied 30% disagreed	53% satisfied 27% disagreed	55% satisfied 25% disagreed	57% satisfied 23% disagreed	
Community satisfaction with community consultation	53% satisfied 24% dissatisfied 17% Truly satisfied	59% satisfied 24% dissatisfied 23% Truly satisfied	65% satisfied 20% dissatisfied 25% Truly satisfied	70% satisfied 12% dissatisfied 28% truly satisfied Community Engagement Framework implemented	
Community satisfaction with customer service	Perceptions: 72% satisfied KPI Target 96% satisfied 68% truly satisfied	Perceptions: 78% satisfied KPI Target 96% satisfied 70% truly satisfied	Perceptions: 80% satisfied KPI Target 96% satisfied 70% truly satisfied	Perceptions: 81% satisfied KPI Target 96% satisfied 70% truly satisfied	
Community satisfaction with	Perceptions: 80% satisfied	Perceptions: 81% satisfied	Perceptions: 83% satisfied	Perceptions: 84% satisfied	

Cockburn Soundings	36% delighted	46% delighted	47% delighted	47% delighted	To be reviewed
Community satisfaction with the local government authority	79%	81%	82%	83%	
Council's Leadership within the community	59% satisfied 17% dissatisfied	67% satisfied 15% dissatisfied	68% satisfied 14% dissatisfied		
Council's Website	77% satisfied 36% delighted	81% satisfied 49% delighted	82% satisfied 50% delighted	83% satisfied 50% delighted	
Annual Calendar Did residents keep or display it	N/A	79%	80%	82%	
Analysis of media messages	In development				
Awareness of City's events	87%	91%	92%	92%	
Internal Communications Survey	In development				

Other specific measures as detailed in the strategy can be included in this table at the appropriate time.

The City's Vision

It is council's continuing intention to ensure that the Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.

The City's Mission

To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.

Strategic Alignment

1. The City's Corporate Strategic Plan 2006-2016 identifies seven vision statements and objectives for achieving the mission. Under the initiative outcome Governance Excellence the City commits to a well informed community.
2. The Plan for the District is the City's needs based infrastructure plan, designed to deliver major capital works in a timely manner, while maintaining the financial sustainability of the City.
3. The City's Annual Business Plan provides the operational link between the Strategic Plan and its Plan for the District
4. The City's Access and Equity Position Statement PSCS1 whereby the City aims to maintain and improve the quality of life of its residents by creating an accessible and inclusive community in which information 'is open and available to all residents'.
5. The City's Disability Action and Inclusion Plan 2012-2017 makes the following commitment: 'All information provided by the City of Cockburn shall be available in alternative formats upon request.'
6. The City's Reconciliation Action Plan 2011-2013 commits to 'promote good news stories about Aboriginal and Torres Strait Islander people via a range of avenues.'
7. The City's Sustainability Strategy – 2012-2016 states: 'Society: promote Cockburn as an attractive place to live, work and visit.'
8. The City's Community Development Strategic Plan – 2011-2014 has a vision, 'to support and contribute to a community in which people can feel a sense of belonging, connection and contribution, a community that celebrates diversity, embraces difference and supports the most vulnerable, a community in which people feel able to facilitate positive change in their lives and the lives of others.'
9. The City's Customer Service Charter(s) (updated 2012) gives clear guidelines for staff on how to deliver the best possible customer service internally and externally.
10. The City's Corporate Governance Charter commits to the City having 'effective communication policies and practices, internally and externally, and will be open to, and encourage, feedback from all Stakeholders.'
11. The Information Services Strategic Plan 2010-2015 mission is, 'To provide business value through reliable, innovative and customer-focused technology solutions that manage the City's corporate knowledge, encourage effective communication and assist technology users to achieve their goals.'

The following policies are aligned with this strategy:

1. Policy SC6 – Communication and Information Dissemination.
2. Policy SC4 – Establishment of Issue Based Committees
3. Policy SC2 – Strategic Consultation with Community Stakeholders.
4. Policy SCS1 – Media Activity

Communication Issues

1. Targeted marketing at specific sectors is a costly use of ratepayers money, therefore general communication needs to be written to be read by all target markets while acknowledging that specific target groups require different methods and strategies to ensure accessibility.
2. The human resource required to communicate ongoing investment and progress on the significant number of new projects, complex issues and existing services, facilities and events.
3. Brand embodies the vision and values of a product, organization or service is the perception that customers have of the organization. The City's corporate branding across some its most popular services such as libraries is inconsistent.
4. Multicultural – the 2006 census reported that 22% of Cockburn residents did not speak English as a first language at home.
5. Results from exit interviews and staff surveys consistently say that staff do not know enough about the City's vision and mission.
6. 24% of the community does not feel that they are being consulted with adequately.
7. The increasing population.
8. Ensuring a consistent message across the City business units.
9. Information Technology - the pace at which new technology develops.
10. The reputation of government leaders.
11. Existing communication channels receive high levels of satisfaction with the community.
12. Financial resources to adequately undertake the requirements of the proposed Communications Strategy.
13. The use of social media offers the opportunity to be more responsive and transparent. Research shows that appropriate use of social media can assist government to show a more "human" side and can increase trust. Social media can improve accessibility of information, provide the opportunity for two way dialogue, offers the opportunity to broaden messages and is a complementary tool, which while cost effective to use in most cases, does require human resource.
14. Human Resources will need to be increased to sufficient standards to adequately undertake the marketing actions within this strategy.
15. Destination Marketing. As this strategy is developed, provision will need to be considered for a destination marketing and product development resource to proactively promote Cockburn as a tourist destination in the future. This role would hypothetically work across the organization and link in to Economic Development, Corporate Communications (including Events and Culture), Strategic Planning, Community Services, Human Services and Environmental Services and other business areas.
16. Economic Development - If the need is established for communication to businesses on information they wish to hear about, this would fall under the role of an Economic Development resource and link to Corporate Communications. This is currently the role of the Melville Cockburn Chamber of Commerce. The Business Perceptions Survey can be utilized to determine the need for the City to take a role in regular communications to businesses.

Guiding Principles – Communications will:

- I. Be accessible;
- II. Be honest;
- III. Be transparent;
- IV. Tackle the hard issues;
- V. Show a human side to Council;
- VI. Be customer-focussed
- VII. Be accountable

Primary Communication Objectives

1. To develop staff knowledge of City activity, the City's vision and future direction, through internal Communications.
2. To improve the City's community consultation and engagement processes.
3. To improve the community's knowledge of the City's Vision for the area.
4. To improve stakeholder awareness of the City's services and community facilities.
5. To keep stakeholders up-to-date with the status of major projects and issues
6. To promote City-run events.
7. To improve the perception of local government through the continual improvement of customer service.
8. To ensure that the City of Cockburn primary brand is used consistently across all marketing communication and service points.
9. To achieve continual improvement in the perception of the City as a local government and the elected members as its leaders.
10. To ensure that communications material is accessible.

Key Communication Messages

The successful communication of the following messages will be evaluated from 2013-14 following the implementation of a more refined media analysis process which monitors positive, negative and neutral coverage of editorial.

1. The City is a great place to live, work, visit and invest.
2. The City makes decisions based on an assessment of environmental, economic and social considerations.
3. Decisions are community focussed to “consult, listen and action.”
4. The City is strategically planning to make Cockburn the outcome of its vision.
5. The City provides a range of services and events to fulfil the needs of the community.
6. The City is responsive and transparent.
7. The City is working to resolve the issues that are of most concern to stakeholders.

Key Communication Channels

The following communication channels will be used, as appropriate, to achieve the objectives. These communication channels are all reviewed on an ongoing basis.

Table 2

Communication Channel	Frequency	Reach
Corporate Communications		
Strategic Community Plan	Annual	Website, libraries
Annual Report	For December Council meeting annually	Website, libraries
Rates Brochure	Annual (31 July)	All ratepayers
Resource Recovery Calendar	Annual (June)	All residents and businesses
Annual Business Plan	Annual (June)	Website
Community Calendar	Annual (November)	All residents and businesses
Website	Updates Ongoing	Publicly available
Annual community feedback and research <ul style="list-style-type: none"> • Community Perceptions Survey • Business Perceptions Survey • KPI Customer Satisfaction Research including internal staff satisfaction survey 	Annual (To receive reports by June)	Website

Communication Channel	Frequency	Reach
External Offline		
Statutory advertising	As required.	Print media, Website, Notice Boards.
Updates in the local paper and non statutory advertising	Weekly	Print media to City of Cockburn residential and businesses (excluding rural areas), plus key distribution points
Billboards	As related to key infrastructure projects and events;	As required. High traffic or relevant locations
Cockburn Soundings newsletter	Bi-monthly	All residents (including rural) and businesses plus key distribution points.
Media releases	Ongoing	Predominantly local print media, radio plus others, as appropriate.
Signage and banners at City sponsored events	Ongoing	Event attendees
Posters at City building, external locations (eg schools, shopping centres)	Ongoing	Residents
Meet Elected members at events	As required	Event attendees
Resident welcome pack (letter, vouchers, calendar)	Monthly	New home owners
Service brochures and flyers	Ongoing	Individual nominated distribution points
Promotional material at City events.	Ongoing	Attendees at events
Electronic Communications		
Customer Contact Centre	Monday – Friday, 8.30am-4.30pm	Publicly available
Customer request system	Monday – Friday, 8.30am – 4.30pm	Available for use by staff
Email customer@cockburn	Ongoing	Publicly available
24 hours after hours answering service	After 4.30pm weekdays and weekends	Publicly available
Facebook, Twitter	Ongoing	Viral
E-newsletters (Corporate and other service units, including Environmental Services, South Lake Leisure Centre, CoHealth and various Human Services)	Bi-monthly	On subscription (Currently Corporate e-newsletter averages 1200)

Communication Channel	Frequency	Reach

Action Plan

Objective 1: To develop staff knowledge of City activity and the City's vision and future direction, through internal Communications.

Purpose: For employees to understand how their actions relate to the City's vision and strategic plans to improve productivity and cohesion of service delivery and customer satisfaction.

Research: Results from exit interviews and staff surveys consistently identify that staff do not know enough about the City's vision and mission for the future.

Stakeholders: City of Cockburn employees and volunteers; elected members

Action	Comment	Budget	Responsibility	When
1.1. Conduct bi-ennial staff communication surveys	To identify issues and develop strategies to improve internal communications	Existing	Manager Communications Marketing Officer Media and Communications Officer Manager Human Resources	2012 2014 2016
1.2. Establish a social networking community accessible to staff for both work and social purposes	To be considered as a component of social media strategy	TBC	Manager Information Services Web Administrator Manager Communications	Subject to new CMS
1.3. Develop processes for wider distribution of existing communication materials to staff	Pending results of internal Communications Survey.	Existing	Marketing Officer	2012-13
1.4. Ensure that staff and elected members are aware of public consultations	Develop a workflow process.	Existing	Manager Communications Strategic Business Managers Group (SBMG)	2012-13
1.5. Ensure that staff are aware of updated	Highlighting reviewed policies at SBMG	Existing	Manager Corporate	2013-14

Action	Comment	Budget	Responsibility	When
policies	for dissemination to staff		Communications; SBMG	
1.6. Inform elected members of matters of importance and interest through the Elected Member's Newsletter	<ul style="list-style-type: none"> a. Define matters of importance /interest. b. Identify areas of concern/gaps for Elected Members. 	Existing	Manager Corporate Communications; Elected Members; Executive Services/Directors	2012-13
1.7. Conduct survey /focus group of elected members	Identify areas of improvement they would like to see in communications	\$5000	Manager Corporate Communications; Director Governance and Community Services; CEO	2013-14

Objective 2. To improve the City's community consultation and engagement processes.

Purpose: To develop a community consultation and engagement model resulting in improved trust and respect between the community stakeholders and the City.

Research: 59% of respondents were satisfied with community consultation, 23% were delighted and 24% dissatisfied. **Stakeholders:** All

Action	Comment	Budget	Responsibility	When
2.1. New website (see objective 10) to include option for community feedback at every opportunity.	Subject to new website.	IS Services (TBC)	Manager Information Services; Manager Corporate Communications	2013
2.2. Develop strategy for the use of social media	To ensure alignment with communication strategy objectives	Existing	Manager Corporate Communications	2012-13
2.3. Develop a Community Engagement framework (internal and external), to include a review of relevant Council Policies.	Listed on the Community Development Strategy and Plan and on the Reconciliation Action Plan	TBC	Director Community Services; Community Development Coordinator; SBMG	2014
2.4. Develop a social media policy	To protect employees and Elected Members from the risks of using social media and to protect the reputation and brand of the organisation.	Existing	Manager Corporate Communications (Manager Human Resources; Manager Information Services)	2012-13
2.5. Communicate what action the City has	<ul style="list-style-type: none"> a. Full page advertising in the 	Existing	Manager Corporate	Annually

Action	Comment	Budget	Responsibility	When
undertaken and/or will take as a result of the annual research undertaken.	<ul style="list-style-type: none"> Gazette for both surveys b. Double page spread in Cockburn Soundings for both surveys c. Surveys on website (promoted on front page initially) d. Surveys and actions promoted through e-newsletter e. Surveys and actions promoted through community groups 	(Staff Training Budget)	Communications; Community Development Coordinator; SBMG.	

Objective 3. To improve stakeholder knowledge of the City's vision for the area.

Purpose: To demonstrate that the City is planning to make the City the best place to live, work, visit and invest by involving the community in the development of this vision.

Research: Community Perceptions Survey. 53% of residents surveyed in 2012 agreed that the City had developed and communicated a clear vision for the City and 27% disagreed. **Stakeholders:** All

Action	Comment	Budget	Responsibility	When
3.1. Conduct interviews of those surveyed for the 2012 Annual Community Perceptions Survey who said they did not think the City had communicated a clear vision for the City	To determine how to improve these results	\$10,000	Manager Corporate Communications	2013-14
3.2. Consider CEO and or Mayor Blog as part of the social media strategy	For internal and external use	Existing	Corporate Communications	2013
3.3. Produce a summary of the Community Strategic Plan and promote widely in the Community.	To facilitate the document being more widely read	Existing	Executive Services; Corporate Communications	2012-13
3.4. Produce a summary of the budget each	Promote via Soundings, media	Existing	Corporate	Annually

Action	Comment	Budget	Responsibility	When
year	releases, advertise in "Update" and website		Communications; Director Finance and Corporate Services	
3.5. Produce a static display of the City's vision	To be moved around Council buildings and to shopping centres	\$10,000	Strategic Planning; Corporate Communications	2013-14

Objective 4: To improve stakeholder awareness of the City's services, facilities and strategies.

Purpose: To ensure that stakeholders are aware of the range of public programs, services and facilities the City provides.

Research: Catalyse Community Perceptions Surveys – (awareness of services.) **Stakeholders:** All

Action	Comment	Budget	Responsibility	When
4.1. Promote new facilities and services 4.2. e.g. 2013-14 4.3. Emergency Services Headquarters 4.4. Integrated Health Super Clinic, Library and Community Centre 4.5. Coogee Beach Surf Life Saving Club	Develop list of forthcoming openings each year for budgeting purposes.	Project Funds	Corporate Communications and/or facility/service providers	Annually
4.6. Produce a general "live, work, invest and play" video for the website	Targeted at those considering locating to Cockburn	\$10,000	Media and Communications Officers	2013-14
4.7. Refine and update marketing templates on staff portal and promote the use of these.	Assist to develop and implement Communication Plans for the City's key services (Appendix 4), facilities and strategies using the relevant communications tools detailed above.	New (TBC)	Manager Corporate Communications; Marketing Officer; Media and Communications Officers	Ongoing (from 2013/14)
4.8. Produce service e-newsletters where relevant for targeted groups	This will reduce the time spent by non communications officers creating time-consuming printed newsletters. E-newsletters also provide useful statistics	\$3,000 (to be drawn from existing relevant	Corporate Communications to work with: South Lake Leisure Centre;	2012-13

Action	Comment	Budget	Responsibility	When
		Unit Budgets)	Children's Services; Family Day Care; Environmental Services	
4.9. Maximise promotional opportunities from award successes	To maximise benefits of winning an award	Existing (within existing relevant Unit budgets)	Corporate Communications; Web Administrator; CEO	2012-13

Objective 5: To keep stakeholders up-to-date with the status of major projects and issues

Purpose: To maintain a well informed, up to date community.

Research: Community Focus Groups undertaken in 2011 determined that residents want to be kept informed about what is happening in regard to major projects and issues in Cockburn – even those the City is not directly responsible for. **Stakeholders:** All

Action	Comment	Budget	Responsibility	When
5.1. Manage the communications for ad hoc communication issues in conjunction with relevant business units	Each year a number of communications issues arise across business areas, which require careful communication. These are not planned and take resource away from day-to-day tasks	Existing	Manager Corporate Communications; Media and Communications Officers; Executive; Mayor	Ongoing
5.2. Identify key projects and issues annually and develop a related Communication Plan for each	For 2012-13 these are likely to include the management of traffic, amalgamations, progress at Cockburn Central, Cockburn Central West; Coogee Surf Life Saving Club; Cockburn Emergency Services Building; Community Strategic Plan; GP Super Clinic; Cockburn Gateway Shopping City;		Relevant (internal) Project Manager; Corporate Communications; Web Administrator	Ongoing

5.3. Develop communication plans for Cockburn Central Town Centre and Cockburn Central West	To ensure a holistic approach to communicating the development of these Activity Centres	Existing	Manager Corporate Communications; Media and Communications Officers	Ongoing
5.4. Create and promote one 'Major Projects' page for the website	Major projects are currently spread across a range of areas on the website	Existing	Media and Communication Officer; Web Administrator	2012-13
5.5. Develop processes to ensure that officers keep website pages up-to-date	There will be the ability to set automatic reminders on new CMS	Existing	Corporate Communications; Web Administrator; Manager Information Services	2013

Objective 6: To promote City events

Purpose: To ensure the community is aware of City-run events and achieve optimum attendance.

Research; 91% of residents surveyed (Catalyse Community Perceptions Survey, 2012) were familiar with the City's events.

Stakeholders: Residents (including people with disabilities and those of Aboriginal and Torres Strait Islander descent), City Employees, Elected Members, Media, Partnership agencies, Community Groups.

Action	Comment	Budget	Responsibility	When
6.1. Develop a communication plan for each event	To ensure attendance	Existing	Event organiser and Corporate Communications	Ongoing
6.2. Form events working groups to develop consistently sustainable, accessible events with healthy food options to support other City strategies	To ensure a consistent message	Existing	Environmental Services; Events Officers; Arts and Cultural Coordinator	Ongoing
6.3. Develop Event Strategy	To provide guidance when developing events	Existing	Corporate Communications	2013-14
6.4. Convene Council Reference Group for Summer of Fun Events program	To receive feedback from past season and assist with	Existing	Corporate Communications	Ongoing

	planning for next season			
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Objective 7: To improve the perception of local government by the continuous improvement of customer service.

Purpose: To maintain a workforce that is responsive to the community's needs.

Research: Annual Community Perceptions Survey. Annual Customer Satisfaction Research. **Stakeholders:** All

Action	Comment	Budget	Responsibility	When
7.1. Develop an online strategy for delivering online services to our customers	To free up staff to deal with more complex matters and to reduce the need to recruit additional staff in the Contact Centre to deal with increased population	IS Services (TBC)	Manager Information Services; Business Systems Manager; SBMG	2013-14
7.2. To enable elected members to track the status of customer requests online	Underway	Existing	IS Services; Customer Service	2012-13
7.3. To enable customers to track the status of customer requests online	To improve transparency and to reduce the number of calls following up on customer requests	IS Services (TBC)	IS Services; Customer Service	2013-14
7.4. Continually review incoming call subjects and ensure the information is easily found on the website	To improve customer service and reduce calls to the Contact Centre	Existing	Customer Service Coordinator	Ongoing
7.5. Trial short informational videos for the website, (produced in house) explaining the most asked questions received in the Contact Centre	To improve accessibility of information, customer service and to reduce calls to the Contact Centre	Existing	Customer Service Coordinator; Media and Communications Officer	2013-14
Manager IS Services has requested that this be deleted.				

Objective 8: To ensure the City of Cockburn primary brand is used consistently in all marketing, communication and service points.

Purpose: To market the City's corporate logo as the publicly recognised brand of the organisation and to create a stakeholder connection to the City and, in particular, its infrastructure.

Research: Annual Community Perceptions Survey; Annual Customer Satisfaction Survey:

Action	Comment	Budget	Responsibility	When
8.1. To develop an implementation plan to bring all council websites and portals in to one interface	To ensure a consistent approach to information and de-duplication of information	Existing	Manager Information Service and Manager Corporate Communications	2013-17
8.2. Promote the writing style guide 8.3. (See Appendix 5)	To ensure a consistency across Corporate documents	Existing	Corporate Communications	Ongoing
8.4. Update Cockburn Style Guide 8.5. (See Appendix 6)	The style guide is out-of-date and incomplete.	\$15,000	Corporate Communications	2013-14
8.6. Develop Signage Style guide to standardise signage at all City Buildings and Parks	1: develop a corporate design 2: audit signage; develop signage tender to include footing and lighting specifications	Existing New (TBA)	Manager Corporate Communications; Infrastructure Services/Parks and Environment	2012 2013-14
8.7. Develop brand compliant word templates and promote use to staff	These will form part of the Cockburn style guide	Existing	Marketing Officer	2013-14
8.8. Develop program to standardise forms across the organisation	In the interim all Business Units will be asked to ensure that their documentation uses the current logo.	\$10,000	Corporate Communications; SBMG	2013-14
8.9. Develop and maintain corporate image library	Identify and prioritise required images	Existing	Corporate Communications; Business Units	Ongoing

Action	Comment	Budget	Responsibility	When
8.10. Update departmental marketing material to corporate standards	As it requires updating	Existing	Graphic Designer	Ongoing
8.11. Ensure that City-run events are branded with City of Cockburn logo	To ensure that the community are aware which events the City organises	Existing	Corporate Communications; Relevant Business Units	Ongoing
8.12. Phase out use of all 'alternative' logos	To ensure strong brand recognition	Existing	Corporate Communications; SBMG	Ongoing

Objective 9: To achieve continual improvement in the perception of the City as a local government and its leaders.

Purpose: To ensure that stakeholders have confidence in the stewardship of their local government and in the governance of Council.

Research: Annual Community Perceptions Survey. Annual Customer Satisfaction Research. **Stakeholders:** All

Action	Comment	Budget	Responsibility	When
9.1. Undertake reputational analysis study of Executive and Elected Members	To determine issues and develop strategies accordingly	\$10,000	Manager Corporate Communications	2013-14

Objective 10: To ensure that communications materials are easily accessible.

Purpose: To comply with the City's Access and Equity Position Statement (PSCS1). **Research:** Annual Customer Satisfaction Survey.

Stakeholders: Disability Reference Group; Disability Services Stakeholders; Community representatives.

Action	Comment	Budget	Responsibility	When
10.1. Review and standardise how the City promotes the availability of accessible information	To ensure clarity of information	Existing	Marketing Officer; Disability Access and Inclusion Officer	2012-13

Action	Comment	Budget	Responsibility	When
10.2. To develop a plan to integrate the use of plain English throughout the organisation	Government use of language can be unintelligible	Existing	Media and Communication Officer (with Disability Access and Inclusion Officer)	2012-13
10.3. Secure photo library software to enable officers to source photos	This must integrate with current systems	Information Services	Manager Information Services; Corporate Communications	2012-13
10.4. Use images representative of the community	Identify criteria and priorities e.g. 20% of the population has a disability; multi-cultural considerations	Existing	Marketing Officer; Disability Access and Inclusion Officer; Graphic Designer; Disability Reference Group	Ongoing
10.5. Develop a new website as follows: Front end to integrate with a new content management system Website which can take advantage of the opportunities provided by social media Website at least adhere to the latest accessibility standards ...	Ensure the search function on the website differentiates between minutes and agendas and website pages and that information is easy to find. Easy to navigate. Adheres to best practice accessibility guidelines.	Existing (IS Services)	Manager Information Services; Manager Communications	2013

Reporting

Reporting will be via the following channels:

- Annual Perceptions Survey presentations to Directors, Elected Members and Staff
- KPI Customer Satisfaction Survey presentations to Directors, Elected Members and Staff
- Quarterly reports to directors and Elected Members
- Annual review of this document
- Annual Review of relevant Policies

Appendices

Appendix 1: Review: Communication Strategy September 2006-2011

In 2006 the City of Cockburn developed a Communication Strategy and implementation plan, which is to be reviewed in 2011/12. The Strategy had 23 recommendations and outcomes are detailed below.

Recommendation 1: That Council continues to produce Cockburn Soundings on a bi-monthly basis.

Measurement: That is was produced and distributed within set timeframes and budget. That the satisfaction rating of 80% is maintained or surpassed in future surveys.

Outcome: Soundings has been produced as per timeframes and budget. Satisfaction 2006-2008 was 79%, 74%, 76% and has increased in 2009-2011 to 80%, 79% and 81%.

Recommendation 2: That Council consider increasing the number of editions of the Cockburn Soundings (July 2007).

Measurement: Financial and staffing implications to be considered.

Outcome: Cockburn Soundings was retained as a bi monthly publication with ad hoc publications as required.

Recommendation 3: That from 2007/8 Cockburn Soundings discontinue the use of paid advertising in its issue and the current contributor be offered a similarly priced sponsorship opportunity

Measurement: Paid advertising removed; alternative sponsorship arrangements negotiated with Cockburn Gateway's management.

Outcome: Paid advertising was removed. Since then a 'Sponsorship' Position Statement was adopted by Council in 2011.

Recommendation 4: A survey of recipients of the welcome kit be undertaken throughout 2006/7 to verify the effectiveness of the: Customer Handbook, Community Directory, Information Request form.

Measurement: 50% survey return rate and welcome kits modified, if necessary to reflect the results of the survey.

Outcome: Since 2012, new house purchasers receive a letter with vouchers for Phoenix Shopping Centre, Cockburn Gateway Shopping City and the new annual calendar. This includes details of waste collections, CoSafe, Community events, Council services and contact details.

Recommendation 5: A review of the Co-Info Database to be undertaken to determine its effectiveness as an ongoing community information source.

Measurement: Information obtained to enable a considered opinion to be made on the future of the database.

Database either improved in effectiveness or discontinued and substituted with alternative facility.

Outcome: The database is being continued and has replaced the printed version which was superseded.

Recommendation 6: That Council investigates the expansion of email newsletter, with a view to expanding the number of discrete newsletters distributed, and specializing them by topic and community interest.

Measurement: Overall subscription to e newsletter increases by 10% per annum.

Outcome: The recommendation is a proposal for 2012-13 in the updated Strategy.

Recommendation 7: Introduce a Corporate Publications Procedure to address issues of uniformity in style guidelines, formatting and establishing a formal process for such publications.

Measurement:

- (a) In house procedure agree to and implemented and adhered to by relevant staff
- (b) Uniformity in council produced publications;
- (c) Inclusiveness principles given necessary

Outcome:

- (a) In house procedure is established.
- (b) The style guide was established and is adhered to but requires updating. A writing style guide has also been developed.

(c) DAIP guidelines are strictly adhered to.

Recommendation 8: Review the Corporate Style Guide to ensure it is current and relevant, including investigation of a corporate template for in-house designing.

Measurement: Style Guide updated and utilized in Council Design process.

Outcome: This was done but the style Guide requires further updating. Further templates are a recommendation of the updated Strategy and funds are recommended to be allocated in 2013-14 to update the existing out-of-date style guide.

Recommendation 9: Council tender its printing services using a panel of preferred suppliers.

Measurement: Panel of providers selected to undertake printing services. Tender panel appointed.

Outcome: Cockburn Soundings printing was tendered out. An organizational print tender is on the procurement list for 2012-13 financial year.

Recommendation 10: That an abridged version of the Plan for the District 2006-16 be produced for public information and availability, following its adoption by Council every two years.

Measurement; Document printed and delivered by February 2007.

Outcome: This has been superseded. An abridged version of the new Strategic Community Plan (2012 -2022) will be made available electronically.

Recommendation 11: That summary versions of identified non-statutory documents presented to council for adoption or endorsement be produced for public information and made available as appropriate, commencing with the City of Cockburn Strategic Plan 2006-16.

Action: Summarised versions of identified documents to be available on-line.

Measurement: Copies of approved documents available on-line.

Outcome: All such documents are now placed on the website and hard copy documents are made available at the libraries, administration building and indentified relevant outlets as appropriate.

Recommendation 12: That the potential for all Council information related publications to be made available on Council's website be investigated with ease of identification and access to the documents being the primary priority of the exercise.

Action:

- (1) List of Council Information publications available for general access to be compiled.
- (2) Web administrator input on proposal provided.
- (3) Report presented to SBMG for endorsement.
- (4) Decision made through SBMG on best option to progress the proposal.

Timeframe: June 2007

Measurement: Increase in Council related information provided on Council's website.

Outcome: It is now standard practice for documents of interest to the public to be uploaded to the website.

Recommendation 13: The coordination of information made available on the Council's website to be investigated, to include a review of the current web administrator's function, workflow and reporting hierarchy.

Action:

- (1) Discussion paper prepared for consideration by affected staff.
- (2) Meeting conducting between affected staff.
- (3) Recommendation passed to SBMG for consideration.

Timeframe: June 2007

Measurement: Review of website administration completed and any subsequent recommendations implemented.

Outcome: Review undertaken. The Web Administrator position remains in Information Services (IS) and IS and Corporate Communications work very closely on content management.

Recommendation 14: That a review of current practices and procedures for dealing with the media, together with media relations in general be undertaken following the appointment of the Media Liaison Officer in 2007.

Action: Review of Council Policy SCS1 Media Activity to be undertaken.

Officer: Media Liaison Officer (to be appointed early 2007).

Timeframe: June 30, 2007.

Measurement: Any recommended amendments to current practices and media relations to be reflected in updated policy.

Outcome: The policy has been reviewed and is still considered relevant, with minor amendments to content to be recommended to Council.

Recommendation 15: That the potential to amalgamate the roles of Cashier/Customer Service Officer be collaboratively investigated by the supervisory staff of the current positions.

Action:

- (1) Position description forms for the proposed amalgamated roles to be prepared.
- (2) Discussions with affected employees be undertaken.
- (3) Agreed outcomes recommended to management for endorsement and subsequent implementation.

Officer: Customer Services Coordinator and Financial Accountant.

Timeframe: December 31, 2006

Measure: Positions finalized and ready for implementation when new administration building commences operation.

Outcome: Amalgamation of roles undertaken November 2011.

Recommendation 16: An analysis of direct in-dial calls received to be undertaken to determine the effectiveness of this method of customer contact.

Action:

- (1) Data identifying direct in-dial contacts received for a predetermined sample period.
- (2) Analysis of data undertaken and a report prepared on the results.

Officer: Customer Services Coordinator.

Timeframe: December 31, 2007.

Measurement: Report, together with any recommendations, prepared for consideration by management.

Outcome: The white pages listing has been tailored to allow direct contact with external services to the administration and the Contact Centre system has been tailored to filter 80% of calls and direct to the most appropriate area. The City has removed “press” (1, 2, 3, etc) options.

Recommendation 17: A thorough analysis of Call Centre operations in local government be undertaken to ascertain the most effective method of integrating this service into the City’s public communication mechanisms.

Action:

- (1) On-site investigation of call centre operations in metropolitan Councils undertaken.
- (2) Prepare report for consideration by management.

Officer: Communications Manager

Timeframe: October 31, 2006.

Measure: Planned timeframe for implementation of call centre operation completed.

Outcome: On-site investigations of call centre operations in metropolitan Councils was undertaken and a report was prepared for consideration by management, resulting in the current operation being introduced in 2008.

Recommendation 18: The position descriptions of all staff affected by the integration of duties resulting in the re-working of job functions and responsibilities required to introduce new customer service initiatives into the refurbished Administration Building during 2007, be reviewed to ensure adequate skills and resources are allocated to the functions necessary to effectively implement these identified initiatives.

Officer: Communications Manager

Timeframe: October 31, 2006

Measure: Planned timeframe for implementation of call centre operation completed.

Outcome: Implementation of call centre operation completed.

Recommendation 19: That Council consolidates its mechanisms for gathering and analyzing community satisfaction survey data into one process, and revisits KPI mechanisms which rely on this data to ensure that the data gathered and KPI mechanisms are useful on measuring performance and offering assistance in improving customer service standards.

Action: Continue to undertake the triennial Community Needs Survey (CNS) and Community Satisfaction Monitor (CSM) utilizing current mechanisms.

Officer: Manager Community Services

Timeframe: May, 2007

Measure: CNS and CSM undertaken and presented to elected members. Investigation and tender completed for survey needs.

Outcome: CNS and CSM continue to be utilized as an integral measure of community and customer satisfaction.

Recommendation 20: That Council investigates the potential for a web based community opinion and feedback facility to be made available for public research and polling purposes, with the possibility of utilizing the e-newsletter version of Cockburn City Update as a mechanism to achieve this.

Action:

- (1) Prepare discussion paper and arrange meeting with required personnel.
- (2) Prepare report and any subsequent recommendations for consideration through SBMG.

Officer: Manager Community Services; Manager Information Systems; Web Administrator.

Timeframe: June 30, 2007.

Measure: Any recommended initiatives implemented within specified timeframe.

Outcome: The principle of community engagement is a primary focus of the new Community Strategic and Business Plans and will be trialed during this process during the remainder of 2012. Furthermore, a Social Media Strategy will be developed in 2012-13.

Recommendation 21: That the outcomes of the needs and satisfaction research undertaken by Council, be presented to the Regional Community Development Group, following their provision to elected members.

Action:

- (a) Review Council's Policies SC2 Strategic Consultation with Community Stakeholders and SC4 Establishment of Issue Based Committees.
- (b) Arrange for presentation of CNS and CSM data to be presented to the Regional Community Development Group, following their presentation to elected members.

Officer: Director Administration and Community Services

Timeframe: June 30, 2007

Measure:

- (1) New policies adopted by Council.
- (2) Regional Community Development Group involved in processes relative to Council's ongoing community needs and satisfaction research.

Outcome: Policy SC2 was reviewed by Council in December 2007 and current processes endorsed. The proposed new Strategy will incorporate the development of a more broad based Engagement Framework. Policy SC4 was reviewed in 2012 and considered to be adequate in its intent. The establishment of Reference Groups has superseded the previous system of community based "advisory committees" following the 2007 Council elections.

Recommendation 22: That the Regional Community Development Group to be included in any consultation process which addresses an issue or issues of district wide concern and that the Group be notified of the outcomes of any appropriate specific local research or consultation exercises for information purposes.

Action:

- (1) Review Council's Policies SC2 Strategic Consultation with Community Stakeholders and SC4 Establishment of Issue Based Committees.
- (2) Arrange for presentation of CNS and CSM data to be presented to Regional Community Development Group following their presentation to elected members.

Officer: Director Administration and Community Services

Timeframe: June 30, 2007.

Measure:

- (1) New policies adopted by Council
- (2) Regional Community Development Group involved in processes relative to Council's ongoing community needs and satisfaction research.

Outcome: Policy SC2 was reviewed in 2007. Policy SC4 was reviewed in 2012. (See “Outcomes” for recommendation 21 above)
The establishment of Reference Groups has superseded the previous system of advisory committees following the 2007 Council elections.

Recommendation 23: A review of Council Policies SC2 Strategic Consultation with Community Stakeholders and SC4 Establishment of Issue Based Committees to be undertaken to reflect the intent of Recommendation 20 and 21 above.

Action:

- (1) Review Council’s Policies SC2 Strategic Consultation with Community Stakeholders and SC4 Establishment of Issue Based Committees.
- (2) Arrange for presentation of CNS and CSM data to be presented to Regional Community Development Group, following their presentation to elected members.

Officer: Director Administration and Community Services

Timeframe: June 30, 2007

Measure:

- (1) New policies adopted by Council.
- (2) Regional Community Development Group involved in processes relative to Council’s ongoing community needs and satisfaction research.

Outcome: Policy SC2 was reviewed in 2007. Policy SC4 was reviewed in 2012. (See ”Outcomes” for recommendation 21 above)
The establishment of Reference Groups has superseded the previous system of advisory committees following the 2007 Council elections.

Appendix 2 Stakeholders

<p><u>External:</u></p> <p>Residents Ratepayers Businesses Media Itinerant workers. State and Federal Government Departments</p> <hr/> <ul style="list-style-type: none"> • Australian Marine Complex • Child and Adolescent Health Services • Cockburn Police • Cockburn Sound Management Council • Department for Child Protection • Department for Child Protection - Fremantle • Department of Commerce • Department of Communities • Department of Corrective Services • Department of Education, Employment and Workplace Relations <p>Directorate</p> <ul style="list-style-type: none"> • Department of Housing & Works • Department of Planning • Department of Transport • Department of Water • Department of Environment & Conservation 	<p><u>Internal:</u></p> <p>Staff Elected Members</p> <p><u>Business Units:</u></p> <p>Finance Services Human Resources Human Services Information Services Waste Services Parks Services Environmental Services Infrastructure Services Engineering Services Building Services Statutory Planning Services Strategic Planning Services Health Services Land Administration Services Recreation Services Children Services Family Services Senior Services Disability Services South Lake Leisure Centre Youth Services Aboriginal Development Services Aged and Disabled Services</p>
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<ul style="list-style-type: none"> • Department of Planning • Department of Transport • Fire and Emergency Services Authority of WA • Landcorp • Main Roads Western Australia • Public Transport Authority. • State Heritage Office <p>Reference and Advisory Groups Suppliers Community Groups Customers of the City's services and facilities Partners Federal and State Government politicians Melville Cockburn Chamber of Commerce Developers</p>	<p>Corporate Communications Community Development Services Ranger & Community Safety Services Library and Information Services Executive Services</p>
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Appendix 3 Results from two community focus groups on City Communications in August 2011(Catalyse).

Provided as separate attachment.

Response to City of Cockburn Communications Review Focus Groups Key Findings – September 2011

Catalyse undertook the review in September 2011. The conclusions, supported by the Community Perception Surveys, are that most stakeholders believe the City is doing an 'okay' job at communicating with residents. To improve, the City's communications strategy should:

- 1) incorporate a more human touch,
- 2) tackle 'hard' issues,
- 3) add a personal and targeted approach (by suburb or local neighbourhood, but not by Ward, and;

4) engage residents in genuine, two-way communications.

Specific discussion focused on key corporate communications tools and as a result the following actions have been agreed to be implemented. The broader advice will be taken into consideration when developing the Communications Strategy.

Annual Report

- Printed with summary financial statement.
- The full set of financial statements will be available on the website.
- The print run is reduced to 50 copies per year.

Rates Brochure

- A 16 page version has been produced and agreed with Financial Services - a reduction from 28 pages. (This has been implemented for 2012).

Customer Handbook

- Discontinued and the budget information, key service information and contact numbers has been relocated to the annual calendar. The remaining information is available on the website.

Community Directory

- ColInfo – the online database is now the central resource for the public and organizations. No further printed versions will be created. The Contact Centre will still be available to provide and dispense information in alternative formats.

Resource Recovery Calendar

- To be maintained in current format.

Summer of Fun Calendar

- Will be integrated with the Annual Community calendar.

Newspaper Adverts

- No change.

Cockburn Soundings

The following changes will be implemented:

- Facebook and Twitter will be promoted through Soundings and in the future invite comment on some stories (Two way conversation)
- More human interest articles and photos.
- A City of Cockburn Service will be proposed for each edition.
- The writing style will approach Soundings in a more conversational way. A “Listen, Learn and Action” message where relevant.
- A regular article will uncover the meaning of suburb names perhaps moving on to park or road names (by suburb).
- A regular article called ‘Cockburn by numbers’ will highlight interesting statistical facts about Cockburn – e.g. number of bins emptied per day; length of paths in the city,etc.
- Continue to feature the Community Development focus and increase to each edition if warranted.
- Report honestly on the difficult issues the community are reporting and the City’s response..
- Event calendar to include community events where possible.

City of Cockburn Annual Calendar

- Development of the calendar to include one page per month with sufficient space for notations;
- That the calendar be good quality production and contain comprehensive information (eg school term dates, public holidays and colour coding)
- A4 size

Website

- Will seek to improve through community feedback, when upgraded.