Kingborough

Kingston Park Communications & Community Engagement Strategy 2017

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1. INTRODUCTION

1.1 Background

Kingston Park is 11 hectares of land adjoining the Kingston CBD that Kingborough Council is developing for a range of community, commercial, residential and public recreational uses. This is based on a Development Plan that is to be progressively implemented over the next 10 years.

The redevelopment of this site constitutes the most important development opportunity within Kingston and how it is developed will be critical in determining the future economic viability of the whole CBD. This is a once in a lifetime opportunity for Kingborough in that its development will provide the best opportunity to really improve the public amenity and facilities within central Kingston. It is a truly unique development opportunity and care must be taken to obtain the optimum result

1.2 Purpose & Scope

Council will implement a proactive communications plan to inform and consult with the community regarding decisions in regard to how the site will be developed, what it will be used for and the many community views that need to be considered. Council appreciates that there are clear benefits in encouraging contributions from all interested parties. Suggestions for improvement can be made and innovative ideas can clearly enhance the ultimate project outcomes.

The redevelopment of Kingston Park is an evolving project in that the Development Plan is conceptual in nature and will need to be delivered over a period of about 15 years. The changes that occur over time will need to be explained. The original vision will need ongoing refinement and there will be opportunities to positively involve the community in this process.

2. CONTEXT

2.1 Communication Objectives

- To provide information about the project and to seek input and suggestions as the project is being delivered.
- To facilitate a broad understanding about the social and economic benefits that this project will deliver to the Kingborough community.
- To enhance Kingborough Council's reputation as a council committed to providing accurate and up-to-date information, as well as consulting with and meeting the expectations of the Kingborough community.
- To proactively identify and manage media interest in this project so that key messages are broadcasted to the public and other stakeholders.
- To promptly respond to concerns about the project and to address any issue that requires clarification or immediate action.
- To provide for an effective two-way dialogue that will achieve positive community and developer feedback and will enhance the overall delivery of the project.
- To keep Council staff informed and engaged with the vision and decisions relating to Kingston Park.
- To communicate across several formats for maximum engagement with the community.

2.2 Guiding Principles

The development and delivery of Council's communication and engagement activity is guided by the following principles:

- Keep it simple, consistent and timely.
- Recognise different information needs for various audiences.
- Express expectations and impacts clearly.
- Ensure support and participation from leaders.
- Maximise use of existing channels.
- Use two-way channels and feedback mechanisms to monitor the effectiveness.
- Use plain English, as opposed to internal language or jargon.

3. COMMUNICATIONS & ENGAGEMENT FRAMEWORK

To ensure effective communications five key steps need to be followed:

1. Who - Analysis of stakeholders
2. What - Development of key messages
3. When - Development of a targeted communications plan
4. How - Delivery of communications as per plan
5. Improve - Evaluation of communication effectiveness

3.1 Who: Stakeholder Analysis

A stakeholder analysis is used to identify affected stakeholders and target audiences (e.g. staff, councillors, developers, media, community groups etc.) and understands their role, level of influence and impact. The analysis informs appropriate communication and engagement strategies aligned to particular audiences, identifies partners as advocates of the project, and targets key stakeholders to contribute to and support communication delivery (e.g. through existing forums, committees and partner communications).

An assessment of stakeholders will expand on the target audiences and will identify individuals and groups, their contact details, preferred method of communications, what messages are of interest to them and the appropriate officer who manages the relationship. A detailed stakeholder assessment will be developed by the Project Director, Project Manager and Media & Communications Officer, and will be reviewed as an ongoing task.

External audiences include:

- Southern Tasmanian and Kingborough media outlets
- Kingborough community
- Developers
- Kingston businesses
- Adjoining property owners
- State government agencies and service providers
- State and Federal politicians

Internal audiences include:

- Project Steering Committee and Project Manager
- Council management and staff
- Councillors (who need to be strong advocates for the project)

3.2 What: Key Messages

Key messages will be updated as necessary in consultation with project officers and approved by the General Manager.

- Council is committed to informing and consulting with the community regarding the future development of the Kingston Park site.
- The project's progress will be reported and details provided at appropriate times to the respective audiences.
- Council is acting in the best long term interests of the municipality in the way it is managing the future development of this site. The benefits of the project are that it will improve the liveability of central Kingston and enable the creation of a sustainable central business district that can support the local needs of the Kingborough community.
- This is a particularly complex project with a number of on-ground components being delivered in a concurrent manner at different stages – including design, negotiation, approval, construction and maintenance phases. Each component supports the delivery of others and is being managed in a coordinated way.
- This project is self-funding in that the community facilities are to be funded from the sale of land within Kingston Park (as managed by a Land Release Strategy to maximise revenue) and external grants. Loans will be taken out in order to fund project management and construction; and these will be repaid from external sources to the maximum extent possible with any Council 'subsidy' kept to a minimum.
- Council has already carried out many investigations – in regard to previous public consultation, feasibility studies, the preparation of a Development Plan, a Land Release Strategy, engineering designs etc – and these will continue to be refined and new ones done as the project progresses.

In communicating the key messages about this project it will be necessary to consider the following potential sensitivities:

a) Lack of understanding about the project's scope and longer term benefits.
b) Financial implications on Council and on ratepayers.
c) Impact on existing businesses within the Kingston CBD.
d) Loss of existing all day parking.
e) Impact of construction on adjoining private properties.
f) Concerns about the scale, quality and type of proposed development.
g) Conflicting views and ideas expressed by individual and groups.
h) Fallout from negative media coverage.
i) Opportunities to provide input or influence Council decisions.
j) The need to meet deadline and project timeline expectations.

3.3 When: Communications Plan

A communications schedule is a detailed record of all the planned community engagement, and communication activities, including relevant information around those activities i.e. key message, objective, audience, channel, progress and feedback. The communication and consultation activities are scheduled to address stakeholder needs for information and communication.

The communications plan is operated within Smartsheet, a cloud-based solution and will be managed by the Project Director, Media & Communications Officer and Marketing/Media Consultant.

Table 1 - Example Communications Plan

3.4 How: Communications Delivery

All delivery channels and activities will be explored and implemented according to stakeholder and audience preference; using existing channels where appropriate and will use creative content to appeal to diverse groups and individuals.

Emerging technologies will be investigated and utilised as appropriate to make sure information and design can be viewed on all devices, using various channels.

The following channels of communication will be used to deliver key messages:

Channel	Description
Council Publications	This includes the quarterly Council News, monthly Snapshot on Kingborough (not published when the Council News is published).
Website	The use of online resources is particularly important and a strong focus will be on providing comprehensive and up-to-date information on a designated Kingston Park website, which will be marketing focused and present the vision and opportunities available in the development. Council's website has a dedicated page for Kingston Park, which will provide governance information and related Council reports. Online

	consultations/forums can be created within Council's new website and should be used where appropriate to support community engagement activities.
Media releases	Released to all southern Tasmanian publications and networks.
Digital & Social Media	Updates to be published in the Council News e-newsletter and social media channels, which include Facebook, Twitter, Instagram & YouTube.
Paid Advertising	Advertising placed in printed media outlets. Consideration should also be given to audio visual advertising on local television.
Signage & Branding	Council has a Style Guide for council related documents. Consideration should be given to branding for the Kingston Park development for marketing purposes.
Meetings / Focus Groups	Meetings or briefings will be held with stakeholders, developers and interested groups or individuals. Alternatively, written information will be provided to clarify any concerns or misunderstandings and to progress the implementation of the project.
Public displays	Public displays will be provided at the Civic Centre and in other public places within central Kingston – including the use of signage as appropriate.
Public forums	Public communication will be as open and transparent as possible. It is necessary that there be a two way dialogue in order that project outcomes are enhanced and Council is informed of community views. This community engagement is to be provided by way of public surveys, meetings, website public forums, displays and general correspondence.

Internal communication will be by way of Council workshops, staff meetings, email updates and the circulation of reports and information sheets

3.5 Improve: Evaluation and Feedback

Feedback mechanisms will be incorporated into the Communications Plan to track and measure effectiveness for each activity and to review overall communications every quarter. These mechanisms will include:

- Website / Social Media analytics
- Surveys
- Meeting/Email feedback
- Customer Service feedback

Evaluation will focus on consistency of message, levels of awareness, understanding and commitment of stakeholders, pockets of confusion and frequency. Stakeholder engagement activities and messages will be updated based on evaluation and feedback results.

4. PROTOCOLS

4.1 Media Management

The following process should be observed in dealing with media.

- All media enquiries are directed to the Media and Communications Officer. In the event the Media and Communications Officer is unavailable, the enquiry should be directed to Deputy General Manager or the General Manager.

- The Media and Communications Officer, in consultation with the General Manager, will determine the best person from whom to gain comment for interviews or media releases.

- The Mayor must approve any comments attributed to him in media releases.

- All media releases and responses to be approved by the General Manager, or if unavailable, the Deputy General Manager.

- All media releases are sent to targeted media contacts by the Media and Communications Officer.

4.2 Council Spokespersons

As required and as relevant to the particular matter being communicated:

- Mayor
- General Manager
- Deputy General Manager

5. ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY
Mayor of Kingborough **Cr Steve Wass** **T: 0412 634647** **E: stevewass@kingborough.tas.gov.au**	▪ Official spokesperson for Council
Councillors of Kingborough	▪ Advocates for the project ▪ Approvers of Council's policies
General Manager **Gary Arnold** **T: 6211 8274** **E: garnold@kingborough.tas.gov.au**	▪ Review and approve all key messages, engagement activities and media releases ▪ Council spokesperson for the project
Deputy General Manager & Project Director **Tony Ferrier** **T: 6211 8292** **E: tferrier@kingborough.tas.gov.au**	▪ Review and approve Council key messages, engagement activities and media releases in the absence of the General Manager ▪ Council spokesperson in the absence of the General Manager ▪ Manages strategic oversight of project, including the Land Release Strategy and marketing requirements ▪ Marketing liaison ▪ Manage stakeholder relationships and communications planning ▪ Coordinate reports and presentations to Council
Project Manager **Steve Loxley** **T: 6211 8258** **E: sloxley@kingborough.tas.gov.au**	▪ Inform Deputy General Manager and Media & Communications Officer of construction updates & progress for council media releases, publications and reports
Media & Communications Officer **Sarah Wilcox** **T: 6211 8265, 0428 033085** **E: swilcox@kingborough.tas.gov.au**	▪ Provide support and advice to General Manager, Mayor and staff on communication approaches, risks and issues ▪ Manage the presentation and

	delivery of project key messages ■ Assist in delivery of communications and engagement/consultation activities ■ Media liaison ■ Manage and monitor Council's website and social media channels ■ Marketing liaison
External Marketing Consultant **To Be Confirmed**	■ Provide targeted and proactive marketing for the project ■ Establish appropriate branding and signage for Kingston Park, including designated website ■ Develop promotional material, including online content, marketing campaigns and online visuals (flythrough etc.) ■ Organise media events when appropriate