



# Kingborough

## Corporate Communications and Engagement Strategy 2020

### DOCUMENT CONTROL REGISTER

ROLE	POSITION
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Approver	Councillors of Kingborough
Produced For	Kingborough Council
Document Location	S:\Organisational Development\Communications & Media\Communications Strategy\2020

### DOCUMENT INFORMATION

VERSION	STATUS	DATE	AUTHOR	FEEDBACK
0.a	Draft	03.01.20	Communications & Engagement Advisor	Initial draft
0.b	In progress	20.01.20	Communications & Engagement Advisor	Initial feedback from General Manager
0.c	In Review	29.01.20	Communications & Engagement Advisor	Update with initial feedback and in review by: <ul style="list-style-type: none"> <li>Managers</li> </ul>
0.d	For Approval	11.02.20		Councillors of Kingborough
1.0	Final	11.02.20		Approved

### RELATED DOCUMENTS

TITLE	VERSION	LINK/LOCATION
Communications Policy	2020-2022	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020\Policy
Communications and Engagement Framework	v1.0/2020	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020
Our Look and Feel, Council's Corporate Style Guide	2019	S:\Organisational Development\Communications & Media\Brand & Design\Style Guide\Our Look and Feel Guide
Crisis Communications Strategy	2020	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020

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## **1. WHY**

### **1.1 Purpose**

The Kingborough Council Corporate Communications and Engagement Strategy provides an overview for the communications and engagement activities for the Kingborough Council. It adheres to objectives and guidelines within the Communications Policy and follows the methodology outlined in the Corporate Communications Framework. It covers both internal and external communications.

This strategy has been developed to provide a consistent approach to communications and engagement across all aspects of Council. By implementing this strategy, Council aims to better inform the community on matters, considerations, innovations and projects that impact them and makes sure members of the community are heard and their views considered as part of Council's decision-making process.

Council is committed to establishing and improving two-way communication with residents, ratepayers, local businesses, community groups, staff and other partner agencies. Effective communication and engagement strategies will increase awareness of services, works and projects organised by council, as well as highlight avenues for positive two-way communications with the community.

This Strategy is an ongoing and evolving document, which will investigate and embrace emerging technologies as valuable communications tools when appropriate. Council will be adopting a Digital First approach, acknowledging that traditional methods are equally as important and must be used in partnership with emerging technologies where appropriate.

The International Association of Public Participation (IAP2) recognises that Local Governments make better decisions and have greater impact on their communities when they increase the frequency, diversity, and level of engagement of partner organisations, community residents and customers. This strategy is influenced by the principles and practices shared by IAP2.

#### **1.1.1 Objectives**

In our communications activities, we aim to:

- Promote the contribution we make to the quality of life for ratepayers and residents.
- Keep ratepayers and residents informed about services and opportunities provided by the Council.
- Keep ratepayers and residents informed about Council decisions and policy.
- Communicate across several formats for maximum engagement – E.g. newsletters, social media, community events, mainstream media.
- Be consistent in our key messages and branding.
- Keep our own staff informed of Council's vision and decisions.
- Promote the Council's achievements – especially achievements that are unique in Tasmania or the local government context.
- Promote the Council's values.
- Encourage ratepayers and residents to participate in community life.

In our engagement activities, we aim to:

- Encourage ratepayers and residents to participate in Council consultation and engagement projects.
- Develop and maintain a council approved framework for engagement practices and principles based on procedural fairness, transparency and accountability.
- Train staff to engage with community members and stakeholders by using simple and effective tools.
- Provide a clear and consistent approach, which will help to make sure stakeholders and then community members are involved in projects relevant to them and contribute to decision-making.
- Analyse and report outcomes of engagement activities.
- Promote collaboration when addressing contentious issues.

## 1.2 Risk Assessment

The following assessment aims to identify and incorporate strengths and opportunities and to identify, address and mitigate the potential risks in the Strategy. This analysis should be applied to all Council projects and programs when developing a communications or engagement strategy as outlined within the Communications and Engagement Framework.

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• There is an increasing demand for information on programs, projects, events and activities organised by Council.</li> <li>• Existing relationships with Kingborough media outlets are strong and Council has a consistent presence in these publications.</li> <li>• Monthly news updates are published in the Kingborough Chronicle, online and sent via email subscription.</li> </ul>	<ul style="list-style-type: none"> <li>• The new website has improved user experience and enabled more effective and efficient messages to be published</li> <li>• Council’s social media audience continues to increase; information can be published to a widening audience in a more timely way.</li> <li>• Council is successfully using an online engagement tool, Our Say, which provides effective and efficient engagement forums and reporting mechanisms.</li> </ul>

<b>Potential Risk</b>	<b>Level of Risk</b>	<b>Risk Mitigation</b>
Southern media outlets do not always engage with media releases and statements advertised by Council.	Medium	Continue to review media contacts, develop relationships and discuss targeted communications for specific projects.
Community members do not engage with the communication channels used by Council.	Medium	Continue to evaluate feedback from community members and review social media. Use a variety of formats (appropriate to the key message). Make sure feedback mechanisms are adopted across all projects to understand communication needs.
Increased social media presence requires Council to remain consistent in publishing messages, as lapses in communications may disengage followers.	Medium	Make sure posts are scheduled within the for each working day, including a variety of key messages across all channels. Make sure contingencies for frequent messages are in place for when Communications & Engagement Advisor is absent.

Lack of appropriate planning may result in multiple engagement activities, which may cause confusion, inappropriate timeframes and/or engagement fatigue.	High	Manage communication and engagement planning across the Council with a shared calendar and by reporting to Managers each month to avoid clashes with activities and inappropriate timelines.
Communications and engagement expectations are increasing both internally and externally, and resources are unable to meet demand.	High	Prioritise projects effectively and make sure Council staff understand competing priorities may result in delayed publication of information and to build into project timeframes.  Provide clear direction and tools to support officers in planning communication and engagement projects.
Uncontrolled social media forums, particularly those for which Council has no monitoring over may dilute Council's message and cause confusion in the community.	Medium	Monitor discussions on community forums as and when able. Strengthen relationships with community associations who are online and share Council's key message across groups and pages.
Social media sites are open to prominent criticism.	Low	Monitor comments received on social media and respond where appropriate in a timely and consistent manner.
Staff awareness in raising issues or providing updates prior to them becoming public in order to develop mitigating actions	High	Include within staff training and include examples of when Council hasn't been on the front foot and subsequently received negative public and media attention.
Lack of resources is mitigated by delegation to other staff which in turn may result in loss of brand alignment and disparate styles, language and messaging.	High	Incorporate a reporting point on the shared calendar for all supporting resources to update activities. Consideration should be given to building resilience in future communications and engagement staffing requirements.

## **ACTION 1**

Develop and deliver training to relevant staff on understanding and using the Communications and Engagement Framework. The training will include how to select the appropriate Engagement Model, the level of community involvement and the associated engagement methods for projects.

## **ACTION 2**

Develop a shared calendar of projects to be published on the Communications and Engagement section of the intranet so that staff are able to plan communication and engagement projects to avoid clashes and prevent engagement fatigue where possible. Report monthly to Managers to highlight what is ongoing, what is planned and the results from projects.

## 2. WHO

A table of target audiences has been previously identified by Council (as below) and detailed stakeholder assessments are developed to make sure specific individuals and groups are included for specific projects. The assessment expands on the target audiences and identifies individuals and groups, their contact details, preferred method of communications, what messages are of interest to them and the Council Officer who manages the relationship.

TARGET AUDIENCE	REASON
<b>Elected members and employees</b>	<p>So that Councillors and staff are well-informed when liaising with members of the community as “ambassadors” for the Council.</p> <p>So that staff know why their work is important.</p> <p>Research shows effective internal communication helps retain staff and boost productivity.</p>
<b>Ratepayers, residents, community groups, local clubs, groups and visitors who use our services</b>	<p>So they know what’s on offer, and when.</p> <p>So they understand and appreciate the Council’s values, investment and effort.</p> <p>So they feel included in local community life, wherever possible.</p> <p>So they hopefully feel an affinity with Council’s values.</p> <p>So they hopefully regard Kingborough as a special place that provides special opportunities.</p> <p>So people outside of Kingborough are attracted to live, work or visit here.</p>
<b>Traditional Custodians</b>	<p>Tasmanian Aboriginal community members, groups and organisations to assist in identifying Council’s role in advocating meaningful reconciliation and appropriate communication and engagement methods.</p> <p>So that accurate and appropriate interpretation of historical events is included in Kingborough’s history.</p> <p>To assist in raising awareness of the cultural values, both tangible and intangible, within Kingborough and how to show respect for Tasmanian Aboriginal people and their heritage and cultural sites.</p>
<b>Influencers who shape broader opinion and / or make decisions that affect Kingborough</b>	<p>State and Federal politicians – ie. Showing that Kingborough’s projects and values appeal to voters and are therefore worth backing.</p> <p>Community groups and leaders, including business leaders.</p> <p>Interest and lobby groups who apply political pressure.</p> <p>Council Advisory Committee members.</p> <p>Neighbouring Councils.</p> <p>Industry groups like LGAT and STCA.</p>
<b>Financial and policy supporters and providers</b>	<p>State and Federal Government agencies who provide funding and partnership support for Council services and programs.</p>
<b>Drivers of economic development</b>	<p>Local businesses and other organisations and government agencies – showcasing Kingborough is a good place to do business</p>
<b>Media</b>	<p>Media assist in the sharing of Council’s decisions and news and provide Council with the opportunity to clarify accurate information and priorities.</p>

### 3. HOW

All communication channels and engagement methods 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.

The following channels are used by Council to deliver key messages:

CHANNEL	DESCRIPTION
<b>Council Publications</b>	This includes the quarterly Council News, monthly Snapshot on Kingborough (not published when the Council News is published), Annual Report, Annual Plan, Kingborough Information Directory and information sheets/brochures/notices for specific topics.
<b>Website</b>	Kingborough Council's website offers an easy to use platform to share Council's information. The website has also introduced easier to use online forms for users. These forms should be used for all Council forms where possible.
<b>Intranet</b>	Internal webpages providing information for staff on organisational structure, contacts, policies, help desks and systems access.
<b>Media Releases</b>	<p>The Kingborough Chronicle, Kingston Classifieds, Bruny Island News and Kingston &amp; Huon FM (local community news outlets) – for self-written and external stories that highlight grassroots achievements, services, events (both successful and upcoming), Council policy and decisions, and human interest situations that are specifically relevant to local Kingborough ratepayers.</p> <p>The Mercury Newspaper – for exclusive stories that highlight unique or novel achievements, significant events, or human-interest situations that are likely to interest a broad southern Tasmanian audience.</p> <p>Southern Cross TV News and / or ABC TV and Radio News and / or WIN TV News – for stories that contain strong visuals and interviews to highlight that highlight unique or novel achievements, significant events, or human interest situations that are likely to interest a broad Tasmanian audience.</p> <p>Various commercial radio news outlets – for sending recorded grabs on issues, achievements and events that are likely to interest a broad southern Tasmanian audience. Also, for facility closures and updates during crisis situations.</p>
<b>Digital &amp; Social Media</b>	<p>Email &amp; E-newsletter via MailChimp – For distribution of internal information to staff along with the Council News and Snapshot on Kingborough to subscribers. The E-newsletter is also advertised through Twitter and Facebook links and is published in the Kingborough Chronicle.</p> <p>Facebook for all council messages, events, services, emergency information and works programs. Facebook advertising helps to promote specific surveys, events or publications. Sharing partner organisations key messages and achievements through Facebook generates support in turn.</p> <p>Twitter – for alerts, events, works and other emergency information in Kingborough. Twitter also provides the opportunity to engage with and share partner information.</p> <p>Instagram – for highlighting and exploring the municipality through visual images.</p> <p>YouTube – audio visual channel for interviews, fly-overs for developments and events.</p>

	<p>Flickr – acts as an online visual library to share photographs from events, scenery and infrastructure. Any members of the public and media outlets are able to download copies for reuse.</p> <p>Our Say – online engagement forum. This is a supporting tool for all engagement projects, so that community members who are unable to attend meetings or events are able to contribute at any time online.</p>
<b>Paid Advertising</b>	Advertising placed in printed media outlets for community notices about important information such as road closures and planning notices, and advertisements for events and services. Consideration should also be given to audio visual advertising on local television.
<b>Printed Materials</b>	Posters for programs and events and notices for planning and other local government messages are printed and displayed in the Civic Centre, Bruny Island Service Centre and other appropriate outlets such as local shops etc.
<b>Signage and Branding</b>	The brand is the corporate identity of Kingborough Council and can take many forms, including the name, sign, symbol, colour combination and slogan. Branding creates consistency in the look and feel of Kingborough Council and the use of our logo and corporate colours creates brand awareness, to make sure we are instantly recognisable.
<b>Meetings / Focus Groups</b>	Meetings are an effective way to communicate and engage both internally and externally. Staff meetings are arranged quarterly along with workshops and presentations as appropriate for specific topics. The Kingborough Community Consultative Forum is held quarterly at the Civic Centre with representatives from community groups within the municipality. Other information sessions and meetings are arranged as appropriate for specific topics and council representatives may attend community association group meetings to consult on specific programs and projects. All members of the public are invited to attend each Council Meeting and the Annual General Meeting.

## Engagement

There is a variety of engagement methods used to achieve the level of community involvement and model of engagement required for specific projects. They depend on the purpose, desired outcome of the engagement, and on how the participants would like to engage.

The online engagement portal Our Say, is a tool to support engagement projects, but should not be used as the only method for the community to engage.

<b>Level</b>	<b>Proposed methods (Examples)</b>
<b>Inform</b>	<i>Digital web page</i>
<b>Consult</b>	<i>Online &amp; Hard-copy survey</i>
<b>Involve</b>	<i>Community workshop or online forum</i>
<b>Collaborate</b>	<i>Establishment of Community Working Group/Advisory Committee, Digital interactive map</i>
<b>Empower</b>	<i>Citizen Jury</i>

#### 4. WHAT

Key messages will be developed for external communication purposes in consultation with Council officers and will align with the three key priority areas as outlined within the Strategic Plan 2020-2025 and demonstrate how Council is achieving the associated Strategic Outcomes.

- i. Encourage and support a safe, healthy and connected community.
- ii. Deliver Quality Infrastructure and Services
- iii. Sustaining the natural environment whilst facilitating development for our future.

Wherever possible, we should be pro-active and on the “front foot”, instead of responding to media enquiries.

The Communications and Engagement Advisor will provide advice and support on marketing and communication strategies for Council’s businesses and facilities:

- Kingborough Sports Precinct
- Kingborough Waste Services
- Kingborough Community Hub

#### ACTION 3

Develop, deliver and manage a Marketing Strategy for the Kingborough Community Hub

Partners: Kingborough Community Hub Coordinator, Community Services, Customer Service

Key messages and staff engagement opportunities will be developed for internal communication to:

- Keep Councillors and staff informed of Council policy and decisions, so they can effectively represent the Council to residents and stakeholders.
- Provide materials and resources that Councillors and staff can refer constituents to for more information.
- Showcase the projects and achievements of each Department.
- Provide credit for achievements so staff can feel valued and appreciated.
- Provide opportunities for staff to be consulted on Council policies and strategies, and to suggest improvements to their service delivery areas.

#### ACTION 4

An internal engagement platform has been created for Kingborough Council staff using Our Say and will be available through the new Kingborough Council Intranet. For this to be successful, administrators for the tool will be sought and training provided. A working group with the Organisational Development team and engagement administrators will plan and develop staff engagement projects.

Partners: Executive Manager Organisational Development, Customer Service Coordinator

## 5. WHEN

A communications and/or engagement plan is a detailed record of activities for specific projects, including relevant information around those activities i.e. key message, objective, audience, channel, progress and feedback. The activities are scheduled to address stakeholder needs for information and communication.

The Communications and Engagement Advisor will engage with officers to create a picture of the activities and projects that are being developed and implemented to make sure stakeholders receive timely reports and updates, and which addresses the needs of the target audience. Plans will be developed for specific projects using the Communications and Engagement Framework as a guide, along with the below template to schedule activities.

Who – who are we informing?	What – what are we telling them?	How – how are we telling them?	When	Evaluate – did everyone get the message?	Notes	Responsible
<b>Example Communication s: Residents &amp; Local Businesses</b>	<i>Confirm date of one way trial</i>	<i>Letter (mail drop) Poster Social Media Media Release VMS Trailer</i>	<i>3 April</i>	<i>Survey analytics/ social media messages/ correspondence to Council.</i>	<i>Map to be included demonstrating flow Feedback survey URL confirmed</i>	<i>Roads Engineer Communications Advisor</i>
<b>Example Engagement: Kingston business</b>	<i>Their suggestions to improve Kingston CBD</i>	<i>Workshop</i>	<i>23 April</i>	<i>Workshop notes and summary from workshop endorsed by participants</i>	<i>Maps and demographics to be included in presentation</i>	<i>External consultant and Engagement Advisor</i>

### 5.1 Communications

Throughout the year, the corporate communication priorities will include the below:

Weekly priorities include:

- Ongoing works and maintenance projects and updates
- Water Quality updates (as per project Communications Strategy)
- Community Services program details (holiday activities, arts, markets etc.)
- Kingborough Community Hub activities and associated marketing
- Any other key messages, news or crisis that may affect the Kingborough community

Monthly priorities include:

- Council News updates (includes Council meeting decisions)
- Kingston Park updates (includes the quarterly Kingston Park Implementation Report)

Annual priorities include:

- Budget and rates decisions (includes media releases and brochure)
- Annual Plan and Annual Report compilation and printing
- Kingborough Information Directory compilation and printing
- Natural hazards prevention and education
- Natural hazard warnings
- Public health information (as and when required, such as immunisation programs)

## 5.2 Engagement

The priority engagement projects for 2020 are listed below, however others may be implemented as the need arises. The Communications and Engagement Advisor will assist officers to develop specific strategies for each of these engagement projects.

When	Engagement Project	Partners
Feb to Mar	Kingston Place Strategy On-going from last year, final stage for feedback and endorsement.	Place Score (external) Engineering Services Urban Design
Feb to Apr	Silverwater Park playground	Urban Design Community Services
Feb to Apr	Kingborough Sports Precinct – Feasibility project for swimming pool	KSP (external)
Feb to Nov	By-law Review Consultation	Compliance Team
Apr to Jun	Annual Budget Consultation	Finance
May to Oct	Reconciliation Action Plan	Mayor of Kingborough Community Services

### ACTION 5

Develop, deliver and manage Engagement Strategies for the identified projects in consultation with internal and external partners.

## 6. EVALUATE

Feedback mechanisms will be incorporated into communication and engagement activities to track and measure how effective they have been. The Engagement Evaluation Template is to be used for engagement activities.

Other evaluation mechanisms 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.

## 7. REPORT

Previous actions from the Corporate Communications Strategy 2018 and their progress are identified below.

ACTION	RESPONSIBLE	TIMELINE
<p><b>1</b> Develop a Public Participation framework which includes a toolkit of engagement methods to assist with Council consultation projects in line with the International Association for Public Participation (IAP2) practices. The framework will be included within this Strategy for 2019, which will be called the Corporate Communications and Engagement Strategy. This Strategy will be developed and used in consultation with all Council departments.</p>	<p>Media &amp; Communications Officer</p>	<p>December 2018 <b>Complete</b>  Further reviewed following feedback during 2019</p>
<p><b>2</b> Partner with the 26TEN Coalition and develop a 26TEN Project Plan to improve written communication within the organisation and make sure the guiding principle of using Plain English is met by all Council staff. This will include Plain English Workshops for staff and reviews of Council documentation and forms. The 26TEN program is Tasmania's strategy for improving adult numeracy and literacy.</p>	<p>Organisational Development Team</p>	<p>March 2019 <b>Complete</b></p>
<p><b>3</b> Identify opportunities to use Our Say for community engagement and feedback projects. Current projects identified include:</p> <ul style="list-style-type: none"> <li>▪ Community priorities for budget considerations</li> <li>▪ Dog Management Policy review and potential changes</li> <li>▪ Kingston Beach one-way trial</li> <li>▪ Snug flood study</li> <li>▪ Kingston Park – specific consultation page created on Our Say for community feedback regarding the redevelopment project, which will be linked from both the Kingston Park website and Council's website.</li> </ul>	<p>Media &amp; Communications Officer in consultation with relevant departmental officers</p>	<p>According to project plans <b>Complete</b></p>
<p><b>4</b> Following the Reconciliation event hosted by Council in 2017, feedback included the desire for Council to take active steps in the community to promote reconciliation with</p>	<p>Media &amp; Communications Officer</p>	<p>May 2018 <b>In Progress</b></p>

	Tasmanian Aboriginal community members and to make sure Traditional Owners are identified as significant members of the community. A Reconciliation Action Plan (RAP) was proposed as the most appropriate way to achieve this.		A draft has been prepared for consultation with Elders and members of the Tasmanian Aboriginal community. An engagement plan is being prepared.
5	Review and update the Kingborough Council Corporate Style Guide. Following internal consultation it was agreed that public notices and signage should be included within this guide and as such the review was not fully completed and has been carried over into 2018-19.	Media & Communications Officer	May 2017 <b>Complete</b> (Organisational Development)
6	Review all printed forms used by Council and transition to using online forms where possible and appropriate noting that online forms should also be printable in order for users to complete manually if required.	Organisational Development Team, Customer Services Coordinator and relevant departmental officers	February 2019 <b>Ongoing</b>
7	Research and implement a social media management tool for better content management, delivery, analytics and reporting of activity.	Media & Communications Officer	October 2018 <b>On hold</b>
8	In consultation with Property & Emergency Management Coordinator, develop an Emergency and Crisis Management Media and Communications checklist to support the Emergency Management Plan. An initial checklist has been developed for the communication responsibilities for internal staff. This is now undergoing review through internal consultation with Council staff members.	Media & Communications Officer, in cooperation with Property & Emergency Management Coordinator	May 2018 <b>Complete</b>

## 8. PROTOCOLS

### 8.1 Media Management

The following process should be observed in dealing with media.

- All media enquiries are directed to the Communications and Engagement Advisor. In the event the Advisor is unavailable, the enquiry should be directed to Executive Manager Organisational Development or the General Manager or Deputy General Manager.
- The Communications and Engagement Advisor, in consultation with the Mayor and the General Manager, will determine the best person from whom to gain comment for interviews or media releases.
- All responses to media enquiries must be approved by the Mayor, General Manager or Deputy General Manager and sent by the Communications and Engagement Advisor.
- A photograph may be required to accompany the media release or comment if promoting a certain project or event. The Advisor is responsible for imagery and if other Council employees take a photograph, it must be checked for content before being released.
- All media releases should be drafted and sent to the Communications and Engagement Advisor for editing, who will then seek the appropriate approvals.
- The General Manager or Deputy General Manager approves media releases which focus on the delivery of operational services, programs and events.
- The Mayor must approve any media releases focusing on the strategic direction of Council and Council decisions, media releases prepared by any of Council's committees, as well as any articles including quotes from the Mayor or Councillor delegate.
- All media releases are to be sent to the appropriate media outlet by the Communications and Engagement Advisor either as a link from Council's website or on the media release template
- All media releases are saved on Council's website.

All media releases and responses are to be saved in Council's electronic records management system.

### 8.2 Council Spokesperson

Council employees are not to make comment to the media without permission from the General Manager. This helps to make sure the right key messages are being used and all external communications are consistent.

- The Mayor will be the primary spokesperson for Council in accordance with the provisions of the *Local Government Act 1993 (Tas)*.
- The General Manager will be the spokesperson for Council on issues of fact and relevance to the operational management of Council.
- Managers or delegated staff, under direction from the General Manager, may be the spokesperson for matters relating to operational or routine matters in their areas of responsibility.
- Authorised contributors posting comments on social media sites administered by the Kingborough Council must follow the procedures outlined in the Social Media Guidelines.

### **8.3 Crisis Management**

Crisis situations (for example - bushfires, floods, environmental disasters and hostage stand-offs) usually:

- Happen suddenly and unexpectedly.
- Attract the most media attention and scrutiny. Council's reputation may be strongly affected.
- Require strong decisive leadership – both real and perceived.
- Lead media and victims to look for a scapegoat to blame.

Council's Emergency Management Plan contains basic operating procedures for the dissemination of community information in an emergency.

The previous Strategy contained an action to develop a Crisis Communications Strategy in consultation with Emergency Management Coordinator and Recovery Coordinator. This has been achieved and the document has been reviewed and approved for Council's consideration by the Coordinators, as well as the Mayor and the General Manager.

The Crisis Communications Strategy was developed following the experience gained by Kingborough Council staff during the Huon Valley bushfires in 2019.

### **8.4 Brand and Design**

The brand is the corporate identity of Kingborough and includes the look and feel of our communications, as well as the sound of our voice. Branding creates consistency in how Kingborough Council is represented and the use of our logo and corporate colours creates brand awareness, to make sure we are instantly recognisable.

The Corporate Style Guide, recently reviewed by the Organisational Development Team, provides guidance to staff in using logos, designing advertising material, using corporate documents and communicating in Plain English.

- All advertising material (including posters, brochures, fliers etc.) must be approved by the Communications and Engagement Advisor prior to release.

## 9. ROLES AND RESPONSIBILITIES

The following table outlines the key roles involved in implementing Kingborough Council's Corporate Communications and Engagement Strategy.

ROLE	RESPONSIBILITY
<b>Mayor of Kingborough</b>	<ul style="list-style-type: none"> <li>▪ Official spokesperson for Council</li> <li>▪ Review and approve Council media releases</li> </ul>
<b>Councillors of Kingborough</b>	<ul style="list-style-type: none"> <li>▪ Approvers of strategy and policies.</li> </ul>
<b>General Manager</b>	<ul style="list-style-type: none"> <li>▪ Review and approve all Council key messages and media releases</li> <li>▪ Direct supervisor of the Communications and Engagement Advisor</li> </ul>
<b>Deputy General Manager</b>	<ul style="list-style-type: none"> <li>▪ Review and approve Council key messages and media releases in the absence of the General Manager</li> </ul>
<b>Executive Manager Organisational Development</b>	<ul style="list-style-type: none"> <li>▪ Manage internal communication and staff engagement projects</li> <li>▪ Supports the editing of media releases for approval in the absence of the Communications and Engagement Advisor</li> </ul>
<b>Communications and Engagement Advisor</b>	<ul style="list-style-type: none"> <li>▪ Provide support and advice to General Manager, Mayor and staff on communication approaches, risks and issues</li> <li>▪ Manage the ongoing development and refinement of the Communications and Engagement Policy, Framework, templates and strategies</li> <li>▪ Implement the Corporate Communications and Engagement Strategy</li> <li>▪ Review and approve project specific communications and engagement strategies</li> <li>▪ Assist with the delivery of Communications and Engagement strategies</li> <li>▪ Evaluate communication and engagement outcomes and report to the Executive Management and Managers Team (MANEX).</li> <li>▪ Manage the presentation and delivery of key messages</li> <li>▪ Manage and oversee the design, editing and publication of Council's external communications and marketing materials</li> <li>▪ Create and deliver customer feedback surveys</li> <li>▪ Compile analytics, evaluate and report on communications and engagement activities</li> <li>▪ Media liaison</li> <li>▪ Manage and monitor Council's website and social media channels</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Assist Organisational Development with internal communication as required</li> <li>▪ Make sure Kingborough Council's corporate brand is adhered to and applied</li> <li>▪ Review and approve communications designs / signs for external use</li> </ul>
<b>Executive Assistant, General Manager</b>	<ul style="list-style-type: none"> <li>▪ Provides support in the updating and reviewing of Council's website</li> <li>▪ Assists in the design and production of Council's annual and unique publications</li> </ul>
<b>Urban Designer</b>	<ul style="list-style-type: none"> <li>▪ Develop community engagement projects</li> <li>▪ Develop and manage signage design principles</li> <li>▪ Our Say administration support</li> </ul>
<b>Customer Services Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Assist in answering customer service-related messages and posting on Council's Facebook page</li> <li>▪ Provides support in the updating and reviewing of Council's website</li> <li>▪ Our Say administration support</li> </ul>
<b>Community Services Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Support community engagement projects when able</li> </ul>
<b>Arts and Events Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Instagram support</li> </ul>
<b>Community Hub Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Assist in developing a Marketing Strategy for the Community Hub</li> <li>▪ Develop reporting for Community Hub to assess against Marketing Strategy goals</li> </ul>
<b>Operations Manager, Kingborough Sports Centre</b>	<ul style="list-style-type: none"> <li>▪ Develop and approve communications and engagement projects and marketing strategies for the Kingborough Sports Precinct</li> </ul>
<b>Fitness Team Leader</b>	<ul style="list-style-type: none"> <li>▪ Kingborough Sports Centre Facebook Administrator</li> </ul>
<b>Manager, KWS</b>	<ul style="list-style-type: none"> <li>▪ Develop and approve communications and engagement projects and marketing strategies for Kingborough Waste Services</li> </ul>
<b>Kingston Park Project Administrator</b>	<ul style="list-style-type: none"> <li>▪ Develops key messages relating to Kingston Park</li> <li>▪ Drafts website updates and changes for Kingston Park</li> </ul>

## 10. ACTIONS

ACTION	RESPONSIBLE	TIMELINE
<p><b>1</b> Develop and deliver training to relevant staff on understanding and using the Communications and Engagement Framework. The training will include how to select the appropriate Engagement Model, the level of community involvement and the associated engagement methods for projects.</p>	<p>Communications &amp; Engagement Advisor</p> <p>(Consider external support pending budget allocation)</p>	<p>June 2020</p>
<p><b>2</b> Develop a shared calendar of projects to be published on the Communications and Engagement section of the intranet so that staff are able to plan communication and engagement projects to avoid clashes and prevent engagement fatigue where possible. Prepare a monthly report to MANEX to highlight what is ongoing, what is planned and the results from projects.</p>	<p>Communications &amp; Engagement Advisor</p>	<p>February 2020</p>
<p><b>3</b> Develop, deliver and manage a Marketing Strategy for the Kingborough Community Hub.</p>	<p>Communications &amp; Engagement Advisor</p> <p>Community Hub Coordinator</p>	<p>March 2020</p>
<p><b>4</b> An internal engagement platform has been created for Kingborough Council staff using Our Say and will be available through the new Kingborough Council Intranet. For this to be successful, administrators for the tool will be sought and training provided. A working group with the Organisational Development team and engagement administrators will plan and develop staff engagement projects.</p>	<p>Communications &amp; Engagement Advisor</p> <p>Organisational Development Team</p>	<p>April 2020</p>
<p><b>5</b> Develop, deliver and manage six Engagement Strategies for the identified projects in Section 5.2, in consultation with internal and external partners.</p>	<p>Communications &amp; Engagement Advisor</p> <p>Project Officers</p>	<p>December 2020</p>