Kingborough

Communications and Engagement Framework 2022

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DOCUMENT INFORMATION

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0.a	Review and Update	07.03.22	Director EDC	Combining of Framework and Strategy documents to remove duplication. An operational action plan to be developed separately.
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RELATED DOCUMENTS

TITLE	VERSION	LINK/LOCATION
Communications and Engagement Policy	Draft for approval 2022-2024	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2022Ks edit
Annual action plan	Draft pending	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\20222

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1. INTRODUCTION

1.1 Purpose

Our vision: **Our community is at the heart of everything we do**

Our purpose: **To make Kingborough a great place to live**

Our values: **Accountability, respect, excellence and inclusiveness**

A key priority of Council is to encourage and support a safe, healthy and connected community.

The Communications and Engagement Framework has been developed to support a consistent approach to both communications and engagement across all aspects of Council to support this priority. By implementing this framework, Council aims to better inform, engage with and enable the community.

We aim to inform the community on matters, considerations, innovations and projects that impact them and provide opportunities for members of the community to deliver their views and have them considered as part of Council's decision-making process.

Recognising that stakeholders and individuals in the community are often time-poor and busy people, Council is committed to making sure effective engagement is achieved, and that Council is carrying out active and authentic participation with the community on key matters.

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.
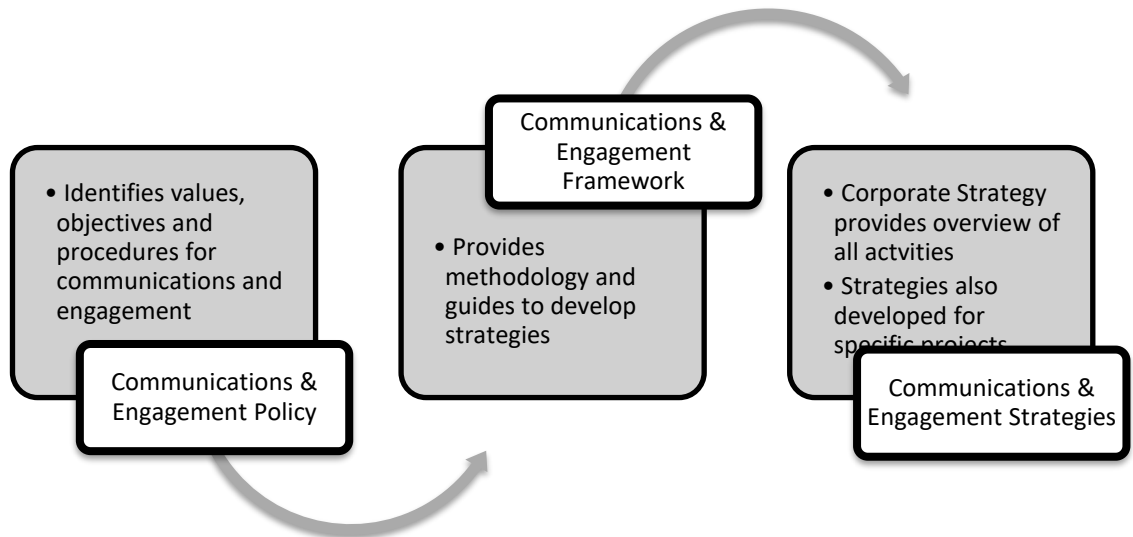
In order to support active, authentic and effective engagement with the community, templates have been created to assist officers in developing communications and engagement strategies. Training will be delivered as required to officers involved in developing communications and engagement projects.

This framework is an on-going and evolving document. Council is committed to continuous improvement and striving for best practice approaches when implementing this framework.

This Framework has been influenced by the principles and practices shared by the International Association for Public Participation (IAP2).

Each year, the Director Environment Development and Community and the Media and Communications Advisor will develop an action plan of priority projects to be progressed to support continuous improvement in Council's communications and engagement activities, as well as identifying key planned engagement projects.

1.2   Communications and Engagement Process

- Identifies values, objectives and procedures for communications and engagement

Communications & Engagement Policy

Communications & Engagement Framework
- Provides methodology and guides to develop strategies

- Corporate Strategy provides overview of all actvities
- Strategies also developed for specific projects

Communications & Engagement Strategies

2.   CONTEXT

2.1   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.

2.2 Guiding Principles

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

Communications:

- Keep it simple and timely.

- Recognise different information needs for various audiences.

- Express expectations and impacts clearly.

- Ensure commitment and participation from all staff.

- Explore new communication channels.

- Be flexible in approach and maximise the use of channels to reach a wider demographic.

- Use two-way channels.

- Use feedback mechanisms to monitor the effectiveness of communications.

- Avoid internal language and professional jargon and use Plain English.

Engagement:

- Clear Scope – a community engagement process must be clear about who Council will consult, how and when;

- Informed - participants in community engagement must be provided with objective, factual, relevant and timely information to inform their participation;

- Representative - participants should include community organisations and individuals who have specific qualifications and interest on a subject and be representative of the persons and groups affected by the matter of the subject of the community engagement;

- Supportive and Inclusive – a community engagement process should enable meaningful and informed engagement; and

- Transparent and Accountable - participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

2.3 Definitions

- "**Communications**" means the provision of one-way information to advise the community and stakeholders about a project, initiative or issue. It can also involve a two-way dialogue with the community and stakeholders to achieve a particular outcome.

- "**Community**" means all residents, ratepayers, landowners and members of the public including individuals, groups, visitors, organisations, government and business. Within our broad community there will be different communities of interest that might receive targeted communications or engagement.

- "**Community Engagement**" is an expression representing the variety of methods used by Council to inform, consult, and involve the community in the development of policies, services and infrastructure within Council.

- "**Public Participation**" means the involvement of those affected by a decision in the decision-making process.

- "**Stakeholder**" means a person, group or organisation who may be affected by, have a specific interest in, or influence over, a council decision or issue under consideration.

2.4 Roles and Responsibilities

The General Manager and the Director Environment, Development and Community will be accountable and responsible for the review and promotion of the Communications and Engagement Policy. They will support the Media and Communications Advisor who has responsibility for the day to day implementation of the Policy, providing advice for staff as required and on a project-by-project basis.

All staff with management responsibilities shall be accountable for compliance with this framework, making sure the appropriate engagement methodologies are used at the most relevant time to enable relevant and timely input. Community engagement is the responsibility of all Council service areas, teams and employees.

Council and councillors have the responsibility to engage the community on strategic, high-level issues, as well as acting as a conduit and advocate for the community to Council staff and other levels of government.

Failure to comply with this framework could adversely affect the reputation of Council and impact on the timeliness and quality of service delivery and the intended outcomes for the community.

2.5 Implementation

Kingborough Council is committed to communicating and engaging with its community in a timely and mutually constructive manner. Effective communication and engagement allow Council to identify and understand the motivations, concerns, passions, pressure points, needs and aspirations of its communities. However, engagement with the community does not override the ultimate decision-making power invested in Councillors.

It is the role of governed representatives to strike a balance between community sentiment, which is captured through the utilisation of communication and engagement functions, with detailed evidence and recommendations compiled and put forward by officers as part of Council's operations and strategic decision making.

It is essential that key stakeholders be provided with comprehensive information in a timely manner prior to their involvement. This information should be given during the initiation phase of a project. As a project or issue progresses, Council will remain active in communicating and engaging the community.

Council **will** engage

- On projects or issues of broad community interest;

- When an outcome has the potential to have a considerable impact on the community or a stakeholder group;

- When there is a strategic opportunity to involve the community in decisions relating to the nature, scope, design or delivery of a project or initiative;

- When an outcome involves a change in services or infrastructure provided by Council; and/or

- When Council has a statutory, legislative or regulatory requirement to do so

Council **may not** be in a position to engage

- When timeframes and direction have been provided by other levels of government;

- When an immediate response is required, such as in an emergency situation;

- When a decision must be made because of legal or safety requirements;

- When the activity is considered "business as usual" and there is no new information to review, and where it is not considered economically viable to engage the community; and/or
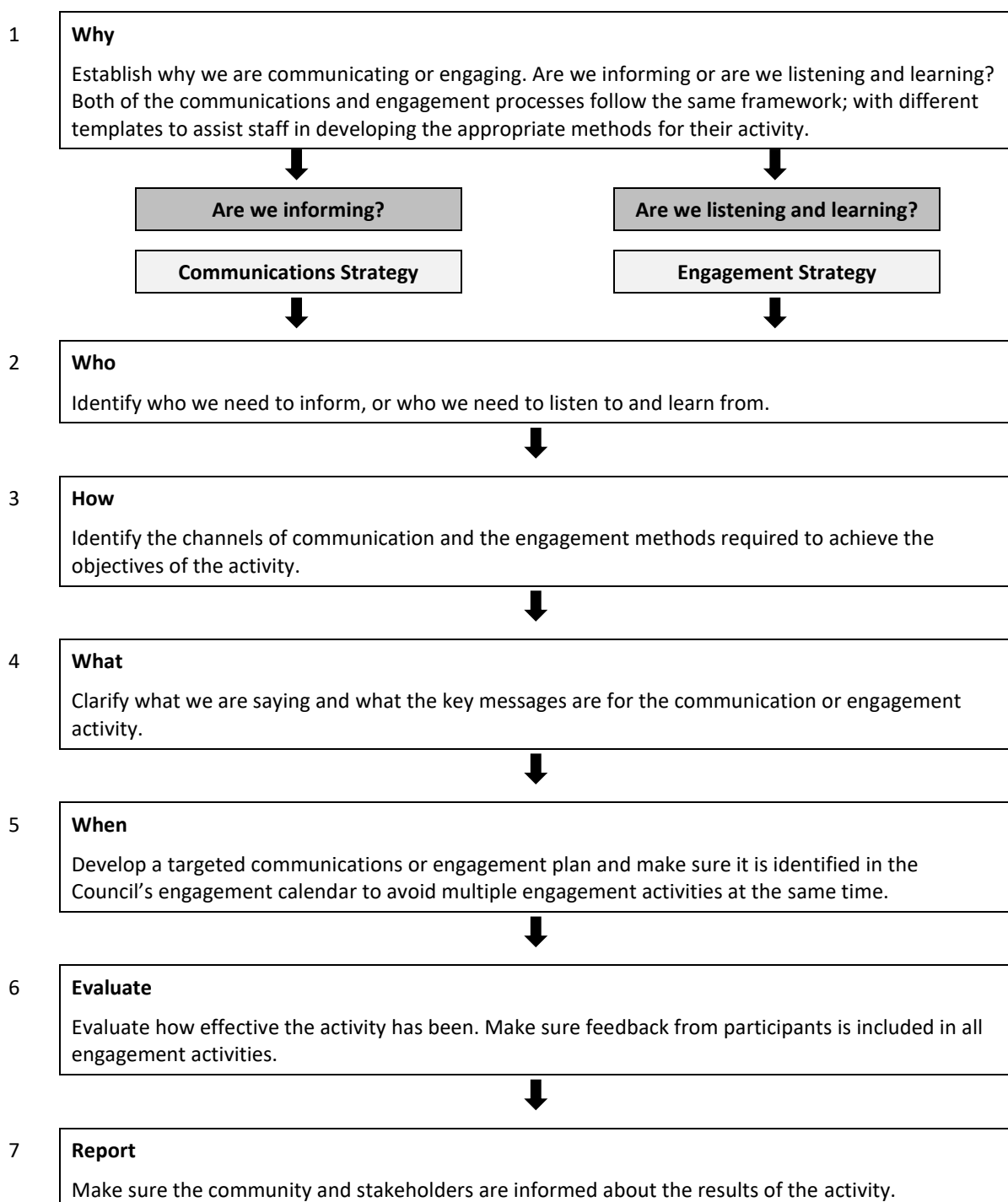
- When it is the opinion of Council or appointed staff that an issue has had excessive engagement and will result in an adverse effect on Council reputation, processes, or project outcomes.

Engagement training will be organised for Council officers on an as needs basis.

3. COMMUNICATIONS AND ENGAGEMENT FRAMEWORK

The below framework displays the steps for developing a communications and/or engagement strategy, which should be used during the initiation phase of each project to assess the level of communication and/or engagement required for each project.

Project managers should liaise with the Media and Communications Advisor for access to additional guides and factsheets, which can be used when implementing relevant communications and engagement strategies and methods. Up to date tools will be made available through the staff intranet.

1 **Why**

Establish why we are communicating or engaging. Are we informing or are we listening and learning? Both of the communications and engagement processes follow the same framework; with different templates to assist staff in developing the appropriate methods for their activity.

Are we informing?	Are we listening and learning?
Communications Strategy	Engagement Strategy

2 **Who**

Identify who we need to inform, or who we need to listen to and learn from.

3 **How**

Identify the channels of communication and the engagement methods required to achieve the objectives of the activity.

4 **What**

Clarify what we are saying and what the key messages are for the communication or engagement activity.

5 **When**

Develop a targeted communications or engagement plan and make sure it is identified in the Council's engagement calendar to avoid multiple engagement activities at the same time.

6 **Evaluate**

Evaluate how effective the activity has been. Make sure feedback from participants is included in all engagement activities.

7 **Report**

Make sure the community and stakeholders are informed about the results of the activity.

3.1 Why

Are we informing or are we listening and learning?

3.1.1 Project Details and Objectives

This first step establishes why we need to communicate or engage and includes understanding the project background and any previous communications and/or engagements.

Consider what the goals are for the communication or engagement activity. Include any particular outputs you are seeking. These need to be clearly defined in order to set realistic expectations of what the engagement project aims to achieve, and what is not achievable. This provides clarity and enables transparency of the process for the stakeholders and community.

| **Are we informing?** | = | **Communications Strategy** |
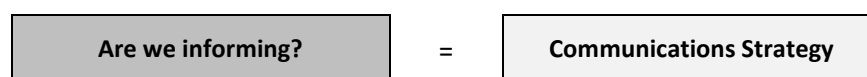
A Communications Strategy should be developed for key issues, changes to services, works or large events, which require a number of key messages to be delivered to particular audiences over a period of time. *For example: an ongoing issue, a capital works project which may impact people's movement, a community event.*

A communications plan developed as part of the strategy will make sure we distribute information to the appropriate audience and in the right way. This will avoid confusion in the community and will make sure they are aware of where to find accurate information and who to contact should they have any issues.

Wherever possible, we should be pro-active and on the "front foot" with any issues or projects, instead of responding to customer or media enquiries.

| **Are we listening and learning?** | = | **Engagement Strategy** |
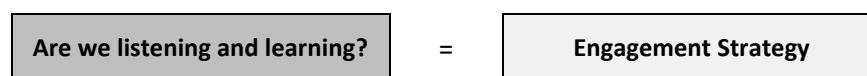
An Engagement Strategy should be developed for when we are seeking any feedback or input from the community or specific stakeholders. *For example: seeking input into a policy or strategy, changes to service delivery, assistance in designing infrastructure/recreational areas etc.*

A strategy will assist in identifying the right audience and appropriate methods used to achieve the objectives of the project.

Consider the following when identifying why we need to engage:

- What is the scope of the engagement?
- What are you hoping to achieve?
- What is the background – how did we get here?

Ask critical questions to help define the desired outcomes such as:

- What is the situation and how did we get here?
- What are the things you can change and what are the things you cannot change?
- What are the things the stakeholders and community can influence and shape?
- Are there any compromises that can be achieved?
- Are there limits in time and resources about possible solutions?

The **Community Engagement Model**, developed by IAP2 helps staff identify the approach to the type of engagement and outcome for their project and then consider the level of community involvement required to support desired outcomes.

The model considers the following definitions:

- **Leads** – Who is responsible for identifying the problem or opportunity to be solved and who will carry out the engagement process.

- **Acts** – Who is responsible for leading the actions that arise from the decision made.

Community Leads

Community leads engagement and the organisation is responsible for action

Shared leadership and action

Community leads the engagement and the community is responsible for action

Organisation Leads

Organisation leads engagement and the organisation is responsible for action

Organisation leads engagement and the community is responsible for the action

Organisation Acts

Community Acts

Organisation Leads / Organisation Acts	Organisations lead engagement and seek input to shape the policies, projects and services for which they are responsible. This is a familiar and traditional approach to policy development, project management and service delivery. Engagement is used to inform the community about the proposed policy, project or propositions and to provide some input to them.
Organisation Leads / Community Acts	Organisations can lead the conversation with communities and individuals taking responsibility for action. One example of this is bushfire awareness and preparation where Council or the Tasmanian Fire Service can lead the conversation, but individuals prepare and implement their own Bushfire Plans.
Community Leads / Organisation Acts	Community leads in this profile to identify, highlight and propose the action required to solve a problem or take an opportunity. To achieve the desired action requires the response of a focal organisation. The community alone cannot achieve the desired result and therefore advocates to motivate the organisation to act.
Community Leads / Community Acts	Communities can lead the conversation and have responsibility for the action in a range of areas such as sport and recreation, well-being, environmental action and education. They are able to support, design and deliver their own projects and programs. Landcare groups are an example of this.
Shared Leadership and Action	Leadership and actions can be shared, where communities and organisations participate and contribute to the decisions, and also lead and take responsibility for action towards the outcomes.

Council staff must first identify the level of community involvement that is required in relation to their project (see IAP2 Spectrum of Public Participation below). There may be a need to incorporate more than one level of involvement during different stages of an engagement project.

ELEMENTS	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Community engagement goal	To provide balanced and objective information to assist understanding of a topic, alternatives, opportunities and/or solutions.	To obtain community feedback on analysis, alternatives and/or decisions.	To work with the community throughout the process to ensure that concerns and aspirations are consistently understood and considered.	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public.
Promise to the community	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influence the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how community input influence the decision.	We will seek your advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.	We will implement what you decide.
When to use this element	This element is utilised to enhance knowledge, understanding, support and transparency. It provides the community with information on something that has been decided and is to be implemented.	This element is used to gather information and have discussions with the community. Feedback is provided to the community on the outcome of those discussions.	This element actively seeks the input of the community into any policy, plan or activity which may directly or indirectly affect them.	This element is utilised when Council seeks to work in partnership with communities to identify joint solutions and develop initiatives.	This element is used when Council is prepared to put into place the decision made by community.

3.1.2 Risk Assessment

Undertaking a risk assessment allows for consideration of the risks to Council for the project, the level of risk, and actions to mitigate the risk. There are a number of risks that can be mitigated by good communication and engagement practices, and some that can be exacerbated by poor communication and engagement planning.

For example, poor understanding of why a decision has been made can erode public confidence in Council. This risk is reduced when there is good communication about the decision process, including who was engaged, decision factors and outcomes.

Conversely, poorly planned engagement might lead to skewed inputs, extended timeframes or additional unplanned costs, e.g.:

Potential Risk	Level of Risk	Risk Mitigation
The community does not understand why a decision has been made, which may erode public confidence	*High*	*Communicate outcomes and process to decisions, include who was engaged and other factors regarding decision*
Some members of the community feel excluded from the decision-making process and lobby for change late in the process	*Medium*	*Identify and classify stakeholders (see below)*

3.2 Who

Who are we informing / engaging with?

It is important to identify who Council needs to engage with and learn from. One tool to assist in this process is a stakeholder analysis to map and classify stakeholders (individuals and groups/organisations) that are important to a project. Note: Internal Council officers and departments may also be key stakeholders.

The table below broadly outlines key stakeholder groups for communication and engagement. More detailed analysis expands on this and aligns engagement strategies with audiences, identifies partners as advocates of programs and projects, and targets key stakeholders to contribute to and support communication delivery (e.g. through existing forums, committees and partner communications).

TARGET AUDIENCE	REASON
Elected members and employees	So that Councillors and staff are well-informed when liaising with members of the community as "ambassadors" for the Council. So that staff know why their work is important. Research shows effective internal communication helps retain staff and boost productivity.
Ratepayers, residents, community groups, local clubs, groups and visitors who use our services	So they know what is on offer and when. So they understand and appreciate the Council's values, investment and effort. So they feel included in local community life, wherever possible. So they hopefully feel an affinity with Council's values. So they hopefully regard Kingborough as a special place that provides special opportunities. So people outside of Kingborough are attracted to live, work or visit here.
Traditional Custodians	Tasmanian Aboriginal community members, groups and organisations to assist in identifying Council's role in advocating meaningful reconciliation and appropriate communication and engagement methods. So that accurate and appropriate interpretation of historical events is included in Kingborough's history. 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.

Influencers who shape broader opinion and/or make decisions that affect Kingborough	State and Federal politicians – demonstrating that Kingborough's projects and values appeal to voters and are therefore worth backing. Community groups and leaders, including business leaders. Interest and lobby groups who apply political pressure. Council Advisory Committee members. Neighbouring Councils. Industry groups like LGAT and STCA.
Financial and policy supporters and providers	State and Federal Government agencies who provide funding and partnership support for Council services and programs.
Drivers of economic development	Local businesses and other organisations and government agencies – showcasing Kingborough is a good place to do business
Media	Media assist in the sharing of Council's decisions and news and provide Council with the opportunity to clarify accurate information and priorities.

When creating a stakeholder list, the first step is to determine who is interested and/or affected by the project, their history, as well as how much control or influence the stakeholder has over the project. There should also be identification within Council of the person responsible for the ongoing relationship with particular stakeholders.

To achieve effective communications and engagement, it is important to make sure the right channels are in place to connect with- and engage a broad cross section of the community. Consideration should be given to providing equal opportunity for engagement with those who are hard to reach. This includes members of our community who may be disadvantaged, those who are geographically and socially isolated, and underrepresented groups (e.g. people with disabilities and/or those who are language-, culturally- or gender diverse).

Person or Group	Interest / Connection *(what the expectations / concerns of the stakeholder are)*	Benefit of Involvement *(what benefits the stakeholder can bring to the project)*	Level of Interest *(what level of interest they have on final outcomes)*	Level of Influence *(what influence stakeholder has on final outcomes)*	Level of Impact *(the level of impact the project outcome will have on stakeholder)*	Preferred Channel / Method	Relationship Officer
e.g. Kingborough Dog Walking Association	*To provide advice on the allocation of dog exercise areas*	*Advice on current areas (design, signage etc.)* *Highlight opportunities for new areas* *Assist in communication and key messages to members*	*High*	*High*	*Significant impact*	*Meetings / Workshops* *Official email address* *Social media & online engagement forum*	*Councillors* *Compliance Coordinator* *Recreational Officer*

3.3 How

How are we informing or listening and learning from our community?

Identify the channels of communication and engagement methods to be used for the communications and/or engagement project.

3.3.1 Communication Channels

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

CHANNEL	DESCRIPTION
Council Publications	This includes the Snapshot on Kingborough (published in the Chronicle), Council Meeting Agendas, Annual Report, Annual Plan, and information sheets/brochures/notices for specific topics. We increasingly produce publications in an electronic format with printed copies available upon request.
Website	Kingborough Council's website offers an easy-to-use platform to share Council's information and to invite feedback in a variety of formats.
Intranet	Internal webpages providing information for staff on organisational structure, contacts, policies, help desks and systems access.
Media Releases	The Kingborough Chronicle, Kingston Classifieds, Bruny Island News and Kingston & Huon FM (local community news outlets) – for self-written and external stories that highlight grassroots achievements, services, events (both successful and upcoming), Council policies and decisions, and human-interest situations that are specifically relevant to local Kingborough ratepayers.
	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.
	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.
	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.
Digital & Social Media	Direct email or MS TEAMS messaging internally or to known stakeholders.
	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.
	LinkedIn for promotion of employment opportunities and promoting Council through sharing stories that highlight unique or novel achievements, significant events, or human-interest situations.
	Instagram – for highlighting and exploring the municipality through visual images.
	YouTube – for live streaming Council Meetings and for videos linked to the website and Facebook.
	Online survey instruments such as survey monkey or Microsoft forms, linked to our website and social medial tools.
Paid Advertising	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.

CHANNEL	DESCRIPTION
Printed Materials	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 sites.
Signage and Branding	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.
Meetings / Focus Groups	Meetings are an effective way to communicate and engage both, internally and externally. The Kingborough Community Forum is held 4-5 times a year 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. Members of the public are able attend each Council Meeting and the Annual General Meetings as well as watch them live streamed via YouTube

3.3.2 Engagement Methods

There are a variety of engagement methods you can use to achieve the level of community involvement and model of engagement you have adopted. Contact the Media and Communications Advisor for advice on which engagement methods would be suitable for the project.

Level	Proposed methods *(Examples)*
Inform	*Digital web page*
Consult	*Online & Hard-copy survey*
Involve	*Community workshop or online forum*
Collaborate	*Establishment of Community Working Group/Advisory Committee, digital*
Empower	*Citizen Jury*

3.4 What

What are we advising or what do we need to learn?

Project managers should consider and design key messages to clearly explain the purpose and key points of the project.

All communications and engagement messages must adhere to the guiding principles.

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

The Media and Communications Advisor can assist with refining key messages. Below are some examples.

Examples:

- Kingborough Council is the first council in Tasmania to trial Reconophalt, which uses single-use plastics (including plastic bags) and glass bottle equivalents in a new road surface. The new products will provide longer road life (by 15% or an extra three years) and durability, proving to be a more cost-effective option for Council.

- We want to know what makes a great town centre for you. Help us by filling this 5 to 7-minute survey and tell us about your big idea for Kingston. Your feedback will help shape future planning decisions for central Kingston.

- The water sampling at Blackmans Bay over winter has shown good results, however the advisory signs against swimming at the southern end will remain, as the long-term rating provided by the Derwent Estuary Program (DEP) still applies.

Communication content and engagement activity will be subject to approval from the General Manager and the Mayor in line with the approved protocols (see Section 4).

Key messages can be both internal and external. Internally clear communication and engagement support:

- Keeping Councillors and staff informed of Council policies and decisions, so they can effectively represent the Council to residents and stakeholders.

- Providing materials and resources that Councillors and staff can refer constituents to for more information.

- Showcasing the projects and achievements of each Department.

- Providing credit for achievements so staff can feel valued and appreciated.

- Providing opportunities for staff to be consulted on Council policies and strategies, and to suggest improvements to their service delivery areas.

3.5   FAQs

Project managers should try to anticipate questions that may be asked by the community and prepare responses. This will build the participants' confidence in Council and the process.

Preparing a list of pre-emptive questions that may be asked and updating the list as new questions are added is a beneficial activity.

Examples:

Q: What will happen to my street while the project is underway?

A: There will be special access for local residents, however minor traffic delays are expected for the day. Please follow any traffic management controls and take care if passing.

Q: What will be the outcome of the survey?

A: The survey will provide Council with information on what the community needs and wants are for central Kingston and will help us develop a Kingston Strategy.

Q: Is the southern end of Blackmans Bay Beach closed?

A: Council does not have the ability to close or prevent access to a beach. However, if a beach is rated as 'poor' as part of the Derwent Estuary Program's long-term rating system, we are required to advise people not to swim at the location.

3.6   When

When are we informing or when are we listening and learning?

Project managers should develop a plan which outlines the communications and engagement activities, including timing, activity, audience, location, required resources and feedback.

Project managers should also liaise with the communications and engagement staff to determine promotion activities and timing, including identification of the most suitable communication channels and how the engagement activities will be advertised. This step is important to ensure each engagement activity has the greatest chance of success and is not affected by competing activities.

Projects that are likely to go for a longer timeframe may require an identity or name so that it is easy to recognise and distinguish against other engagement activities. Council's Media and Communications Advisor can provide advice on how to best promote engagement activities. Communication and promotion activities should be included in the engagement plan.

Engagement plans are a key component of project planning and delivery and should be endorsed by a manager and the Media and Communications Advisor. The project lead and/or the manager are responsible for updating the broad executive team regularly. This includes providing an update at the regular Manex meetings that are held fortnightly.

Up to date guides and tools will be provided for Council officers via the intranet, but by way of example:

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
Example Communications: Residents & Local Businesses	*Confirm date of one-way trial*	*Letter (mail drop) Poster Social Media Media Release VMS Trailer*	*3 April*	*Survey analytics/ social media messages/ correspondence to Council*	*Map to be included demonstrating flow Feedback survey URL confirmed*	*Roads Engineer Communications Advisor*
Example Engagement: Kingston business	*Their suggestions for improving Kingston CBD*	*Workshop*	*23 April*	*Workshop notes and summary from workshop endorsed by participants*	*Maps and demographics to be included in presentation*	*External consultant and CEA*

3.6.1   Engagement Support

It is vital that consideration is given to resourcing requirements for planned engagement activities and whether additional human resource, support and budget will be required.

Engagement Event Tasks

Itemised run sheets are useful in mapping all the support and key tasks that need to be completed for each engagement activity as well as the required equipment, responsible officers (for each task), and the timeline for its completion. Run sheets assist in ensuring that no crucial steps are overlooked and help project managers keep track of planning the engagement.

Example Event Tasks:

Task/ Support	Who	Due Date	Cost	Notes	Progress
Set date					
Book venue					
Invitations/Letters					
Safety Officer check					
External Facilitator					
PA system collected/tested					
Scout Group for sausage sizzle					

Staffing Requirements

When determining resource requirements, there needs to be consideration of the tasks involved in the project and how many staff members will be needed for each activity (e.g. venue set up, meet and greet, table facilitator, scribe, photographer, note-taker etc.).

The subject of an engagement activity may be sensitive or highly emotive. The use of a third party, like an external facilitator, may be advantageous to the engagement process in these cases.

Staff should consider if there any external groups who could support the engagement (e.g. community groups to run a sausage sizzle, or local community association to help promote activity).

Equipment

Map the equipment/resource requirements (e.g.: whiteboard, markers, name tags, butchers paper, catering, laptop, projector, leads, cameras etc.) to be included in the engagement event tasks.

Financial Resources

Anticipate and estimate costs to make sure they are within budget (e.g. some costs may be: facilitator, catering, hall hire, giveaways etc.).

3.6.2 Regular Communications Activities

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

Weekly/fortnightly priorities include:

- Ongoing works and maintenance projects and updates
- 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
- Advice on Council Meeting outcomes

Monthly/Bimonthly priorities include:

- Council snapshots
- Promotional stories about Council achievements
- Public health information (as and when required, such as immunisation programs)

Annual priorities include:

- Budget and rates decisions (includes media releases and brochure)
- Annual Plan and Annual Report compilation and printing
- Specific campaigns – e.g. bushfire prevention and education in the lead up to bushfire season.

3.7 Evaluate

Did everyone hear and understand what we were saying?

Did everyone understand what we wanted to learn?

Did everyone feel confident they were able to tell us their views?

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.

3.7.1 Evaluating and debriefing your engagement activity

- Evaluation may be carried out during the implementation phase to see if engagement activities are delivering the right information or attracting the right stakeholders; as well as at the end of the process to see what worked well and what could or would be done differently next time.

- Evaluation and debriefing an engagement activity is important for staff development and training; and to work through any difficulties raised.

3.7.2 Considerations for evaluating and debriefing

Consider all elements when evaluating an engagement:

- Identification of stakeholders
- Questions asked and engagement activities used
- Presentation materials used
- Venues used
- Time and date of engagement activity
- Promotional material and campaign timeframe to promote the event
- Facilitator and supports

An effective debrief can use these following questions:

- Was the activity responsive and inclusive to the needs of all participants?
- Did the activity achieve the desired outcomes?
- What worked well? Why?
- What was challenging?
- What has been learnt?
- What would you try next time?

3.8 Report

Did we use what we learned?

The most important part of any community engagement activity is demonstrating to participants that their views have been heard and that their time and input is valued.

A feedback process must be established and identified within the engagement strategy and plan. The community should be advised upfront so participants can understand how their information will be used throughout the project. The process used will depend on the depth of engagement being conducting.

It does not mean that every sentiment or statement collected from the community can be implemented; there may be conflicting opinions in the community, or the subject may require more research. Rather it is a promise that a participant's time and contribution will be considered and respected.

Feedback to the participants can be in the form of a community engagement summary (synthesised findings) or a write up (verbatim) of the community's comments. It can be used as a way of keeping up the momentum of a project, while the project moves through Council's process (e.g. interim to a Council report).

The outcomes of how contributions have affected decisions will also be communicated. Closing the loop is essential in building trust and transparency in the decision-making process.

4. COMMUNICATIONS PROTOCOLS

4.1 Media Management

The following process should be observed in dealing with media.

- All media enquiries are directed to the Media Communications Advisor. In the event the Advisor is unavailable, the enquiry should be directed to the Director Environment, Development and Community or the General Manager.

- The Media and Communications Advisor, in consultation with the Mayor and the Director Environment, Development and Community, 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 Director Environment, Development and Community and sent by the Media and Communications Advisor.

- A photograph may be required to accompany the media release or comment if promoting a certain project or event. The Media and Communications 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 Media and Communications Advisor for editing, who will then seek the appropriate approvals.

- The General Manager or Director Environment, Development and Community 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 Media and Communications 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.

4.2 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 set out by the Media and Communications Advisor.

4.3 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 Crisis Communications Strategy guides the processes to be followed in an emergency situation.

In a crisis situation officers should take guidance from the Coordinator Community Resilience and the Media and Communications Advisor.

4.4 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 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 Media and Communications Advisor or the Director Environment, Development and Community prior to release.

4.5 Communications Roles and Responsibilities.

The following table outlines the communications roles in Council.

ROLE	RESPONSIBILITY
Mayor of Kingborough	• Official spokesperson for Council • Review and approve Council media releases
Councillors of Kingborough	• Approvers of strategy and policies
General Manager	• Review and approve all Council key messages and media releases
Director Environment, Development and Community	• Manage the ongoing development and refinement of the Communications and Engagement Policy, Framework, templates and action plans • Lead Councils' strategic engagement priorities • Ensure the development and delivery of tools and training on communications and engagement for Council Officers • Review and approve Council key messages and media releases in the absence of the General Manager • Direct supervisor of the Media and Communications Advisor • Supports the editing of media releases for approval in the absence of the Communications and Engagement Advisor
Executive Manager Organisational Development	• Manage internal communication and staff engagement projects
Media and Communications Advisor	• Provide support and advice to General Manager, Mayor and staff on communication approaches, risks and issues • Implement the Council's Communications and Engagement Policy and Framework • Review and approve project specific communications and engagement strategies • Manage the presentation and delivery of key messages • Manage and oversee the design, editing and publication of Council's external communications and marketing materials • Media liaison • Manage and monitor Council's website and social media channels • Make sure Kingborough Council's corporate brand is adhered to and applied • Review and approve communications designs/signs for external use • Support the development and delivery of guidelines tools and training on communications and engagement for Council Officers. • Develop and maintain a communications network to support Council's activities and reduce key person dependency

ROLE	RESPONSIBILITY
Communications and Engagement Support Officer	Under the direction of the Director Environment, Development and Community or the Media and Communications Advisor: • Assist with the delivery of Communications and Engagement strategies and projects • Create and deliver customer feedback surveys • Compile analytics, evaluate and report on communications and engagement activities • Monitor and update Council's website and social media channels • Contribute to the design, editing and publication of Council's external communications and marketing materials • Support the development and delivery of tools and training on communications and engagement for Council Officers.
Executive Assistant, General Manager	• Provides support in the updating and reviewing of Council's website • Assists in the design and production of Council's annual and unique publications
Urban Designer	• Develop and manage signage design principles •
Customer Services Coordinator	• Assist in answering customer service-related messages • Contribute through the Communications Network
Community Services and Hub Coordinator	• With the Community Services Team, support community engagement projects when appropriate • Assist in developing a Marketing Strategy for the Community Hub • Develop reporting for Community Hub to assess against Marketing Strategy goals
Operations Manager, Kingborough Sports Centre	• Develop and approve communications and engagement projects and marketing strategies for the Kingborough Sports Precinct
Manager, KWS	• Develop and approve communications and engagement projects and marketing strategies for Kingborough Waste Services
Kingston Park Project Administrator	• Develops key messages relating to Kingston Park • Drafts website updates and changes for Kingston Park
All staff as appropriate	• Develop draft communications as required for projects • Contribute to website and story content • Undertake communications and engagement planning in relation to projects • Provide early advice on potential issues which will need a communications response