

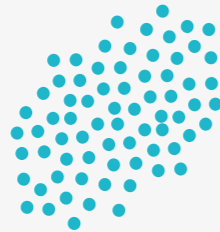


2019 - 2022

COMMUNICATIONS

& ENGAGEMENT

STRATEGY



Acknowledgment of People and Country

The City of Albany respectfully acknowledges the Menang Noongar people as the traditional custodians of the land on which the City conducts its business, and pays respect to Elders past and present.

Introduction	2
Executive Summary	3
What is the Current Situation?	4
Reason for the Review	4
Who are we	5
How did we Engage You	7
What you told us	8
Our Audience	9
Wanting More Neighbourhoods.....	11
Happily Passives.....	12
Contented Neighbourhoods.....	13
Contented City-Wides.....	14
Wanting More City-Wides.....	15
Unsure.....	16
What is the Purpose of this Strategy	19
Our Key Challenges	19
Our Guiding Principles	20
Our Purpose	20
What are our Aspirations, Objectives and Priorities?	21
Engagement	21
Our Aspiration for Engagement.....	22
Our Objectives and Priorities for Engagement.....	23
Communications	25
Our Aspiration for Communications.....	25
Our Objectives and Priorities for Communications.....	25
Media	27
Our Aspiration for Media.....	27
Our Objectives and Priorities for Media.....	27
How will we Monitor, Measure and Report Progress?	28
Summary	28



Introduction

At the City of Albany, we're passionate about our community.

Our councillors and staff live in the community, are part of the community and want to do the best job they can for you, the community – after all, it's Your City.

Albany is your home, it's your workplace and it's your recreation space, so you should know what's going on.

It's our job to let you know and get you involved. That's why we've been striving to get better at keeping you informed, and included in conversations and decisions.

We've made some great improvements, but we can always do better too. That's why we have done a review of the way we communicate and engage with you to ensure information we send out is relevant, is reaching you, and we are listening to you.

To do this, we asked you to tell us what you want to know, how you prefer to get information, whether you want to be more involved, or you're happy just the way things are.

Your input was invaluable.

This is Your Communication & Engagement Strategy.



Executive Summary

Communication and engagement is crucial to keeping our community informed and included in the decisions about what we do. This Strategy responds to feedback from the community and it is our roadmap for communication and engagement activities over the next three years.

Market research undertaken by independent consultants as part of this strategy gives us a better understanding of Albany's residents, who they are and what they need from us. Our staff also met with people in our community at shopping centres, the library, leisure centre and through community workshops. They met with our staff and stakeholders too.

This work achieved the highest level of reach of any engagement project undertaken by the City to date, and your feedback has helped us to reset our focus within this strategy and develop a supporting action plan.

The good news is our mass communications are strong and set a platform that we can build on to improve other areas and achieve an improved level of engagement. Our community has said loud and clear that timely, easily understood information about Council decisions and services is important, and they want more opportunities to have conversations with our Elected Members.

We have also looked closely at our internal communication and engagement as this is key to driving successful outcomes in the community.

Our community is diverse both geographically and in the make-up of its population, so we are mindful there is no one approach that will fit all people, or all circumstances. It's a challenge we will strive to respond to by upholding the objectives and priorities of this Strategy.

This strategy will be reviewed in line with our Community Strategic Plan in 2022, and in the meantime we will update our action plan to respond to budget cycles, new technologies, priorities and ongoing community feedback.

We hope this Strategy assists us to deliver high-level communications and best-practice engagement into the future.



DENNIS WELLINGTON

MAYOR



ANDREW SHARPE

CHIEF EXECUTIVE OFFICER
CITY OF ALBANY

What is the Current Situation?

Reason for the Review

Our key goal was to get a better understanding of your needs and wants so we could set a clear direction for the City of Albany's communication and engagement.

To achieve this we have undertaken a range of research initiatives that have connected with more than 15,000 households across the City of Albany.

This gave us extensive feedback from our community that has helped us identify:

- **What level of engagement residents currently have with the City**
- **Who wants to be engaged by the City**
- **Our main resident audience segmentations**
- **How we can reach specific resident audiences**



1/2

OF OUR RESIDENTS
ARE INTERACTING
WITH US ONLINE

We also found that almost half of our residents are interacting with us online, events and festivals are the most popular way for our residents to actively engage with us, and our social media has room to grow.

This Strategy defines our high-level objectives to respond to what our community has told us and ensure we are not only leveraging our strengths, but also making improvements.

This Strategy aligns with the following:

Community Strategic Plan

- **Theme:** Leadership
- **Aspiration:** We will listen to our community and deliver outcomes that reflect their needs and expectations
- **Objective:** 1.3 – To engage effectively with our community.

Corporate Business Plan

- **Key Organisational Criteria:** Develop a Council strategy to improve communication with residents and businesses.

Who We Are

The City of Albany is a large local government area, covering 4,310 square kilometres situated along the south coast of Western Australia.

It boasts an enviable mix of urban and rural lifestyles, with agriculture and retail among its main industries. Tourism is growing, as the region's profile and reputation increases, driving visitation.

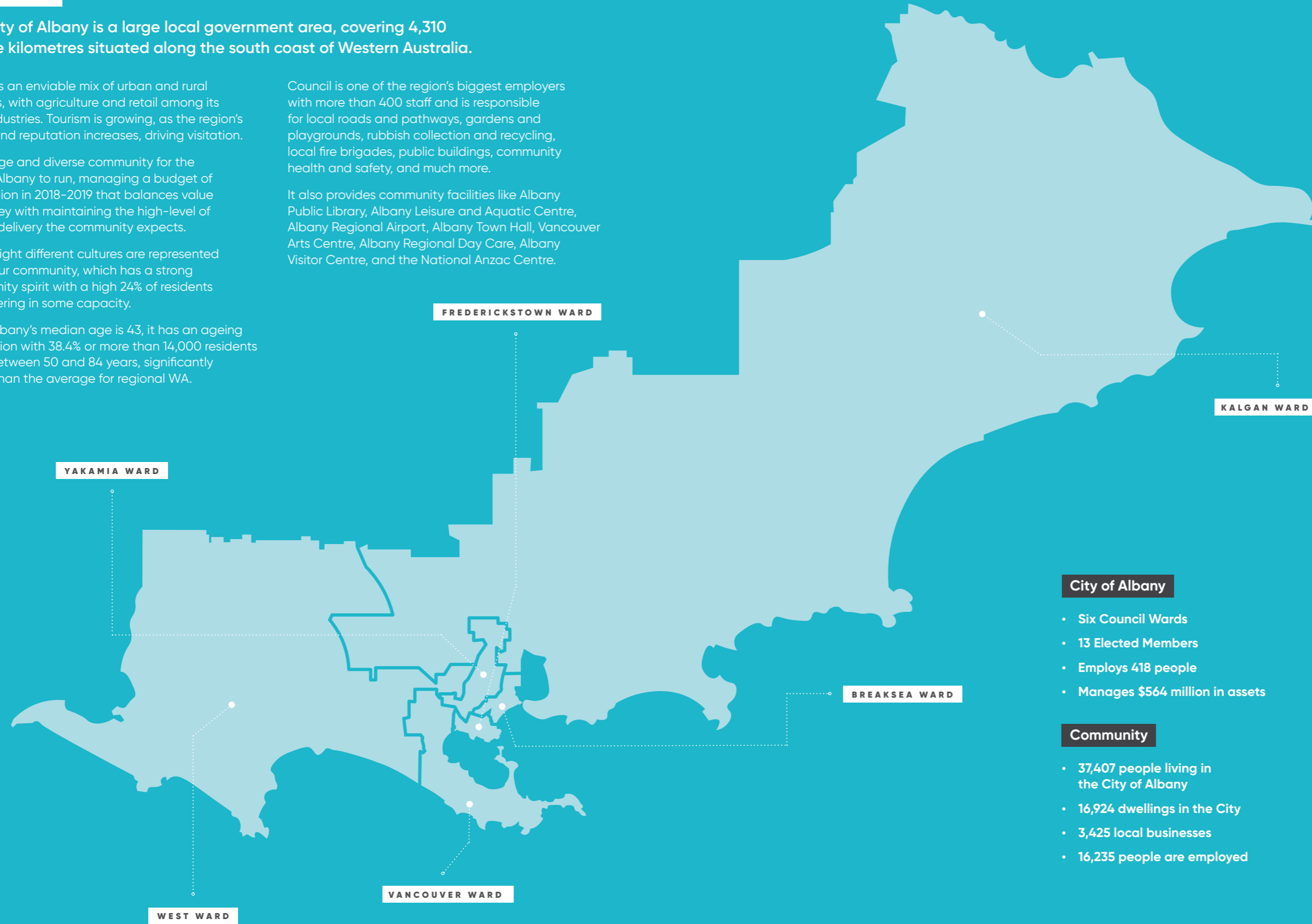
It's a large and diverse community for the City of Albany to run, managing a budget of \$87.1 million in 2018-2019 that balances value for money with maintaining the high-level of service delivery the community expects.

Thirty-eight different cultures are represented within our community, which has a strong community spirit with a high 24% of residents volunteering in some capacity.

While Albany's median age is 43, it has an ageing population with 38.4% or more than 14,000 residents aged between 50 and 84 years, significantly higher than the average for regional WA.

Council is one of the region's biggest employers with more than 400 staff and is responsible for local roads and pathways, gardens and playgrounds, rubbish collection and recycling, local fire brigades, public buildings, community health and safety, and much more.

It also provides community facilities like Albany Public Library, Albany Leisure and Aquatic Centre, Albany Regional Airport, Albany Town Hall, Vancouver Arts Centre, Albany Regional Day Care, Albany Visitor Centre, and the National Anzac Centre.



38
DIFFERENT CULTURES

\$87.1M
2018-2019 BUDGET

43
ALBANY'S MEDIAN AGE

City of Albany

- Six Council Wards
- 13 Elected Members
- Employs 418 people
- Manages \$564 million in assets

Community

- 37,407 people living in the City of Albany
- 16,924 dwellings in the City
- 3,425 local businesses
- 16,235 people are employed

24%
OF RESIDENTS VOLUNTEERING

How did we Engage You

To help develop this Strategy we undertook a series of engagement activities we called 'Are We Loud and Clear'. These activities included an opt-in census style survey, with a link distributed to all addresses within the City of Albany.

We had pop-up feedback stands at Albany Plaza, The Boulevard, Spencer Park and North Road IGAs, Albany Public Library and Albany Leisure and Aquatic Centre.

We held a community roundtable at the library, and met with staff teams across the City of Albany.

And we invited community groups and representatives, schools, businesses, local Noongar community and many other stakeholders to be involved.

It was the most people we have reached through an engagement project, with 519 people responding to our survey, and 167 people providing comment in other ways through conversations and submission forms.



519

PEOPLE
RESPONDING TO
OUR SURVEY

Here is a summary of our journey.



What you told us

The responses we received from the community gave us five key insights:



Key Insight 1

"We know that those who live in Albany do so because it offers them a unique location, tight-knit community, and access to great facilities"

The fact that 1 in 3 residents say that being part of a community, and feeling welcome, is a key driver for living in Albany is a clear mandate to the City of Albany to optimise communication to enable everyone to feel a part of the community. We found a strong communication platform already exists, however this research gives us an indication on how to improve reach and engagement with residents of Albany.



Key Insight 2

"Levels of engagement are split between residents"

Almost a quarter of residents feel extremely engaged, but there are also over a third who do not feel engaged by the City. However, half of our residents say they're happy with what they get right now. It's our under 50's residents who want a better level of engagement, and feel they aren't getting enough right now.



Key Insight 3

"Residents think our mass media and events are key strengths of the City's current communications strategy"

Residents know where to come, with 7 in 10 accessing the website in the past year. We do still have room to engage residents more through social media, and also with more active forms of engagement that give our community a say in what we do and how we do it. Key areas for improvement are being more responsive, diversifying our communication channels, and involving our community more in our decisions.



Key Insight 4

"Residents are split on what actually motivates them to get involved, with six distinct segments emerging based on how engaged and involved they want to be going forward"

40% of our residents want to be more involved in issues that affect the City, whether that be at a neighbourhood or city-wide level. Encouragingly, a further 40% are happy with the current levels of engagement. These contented segments rate our communication and engagement highly, and a large number of those residents who aren't engaged with the City are actually happy with it that way.



Key Insight 5

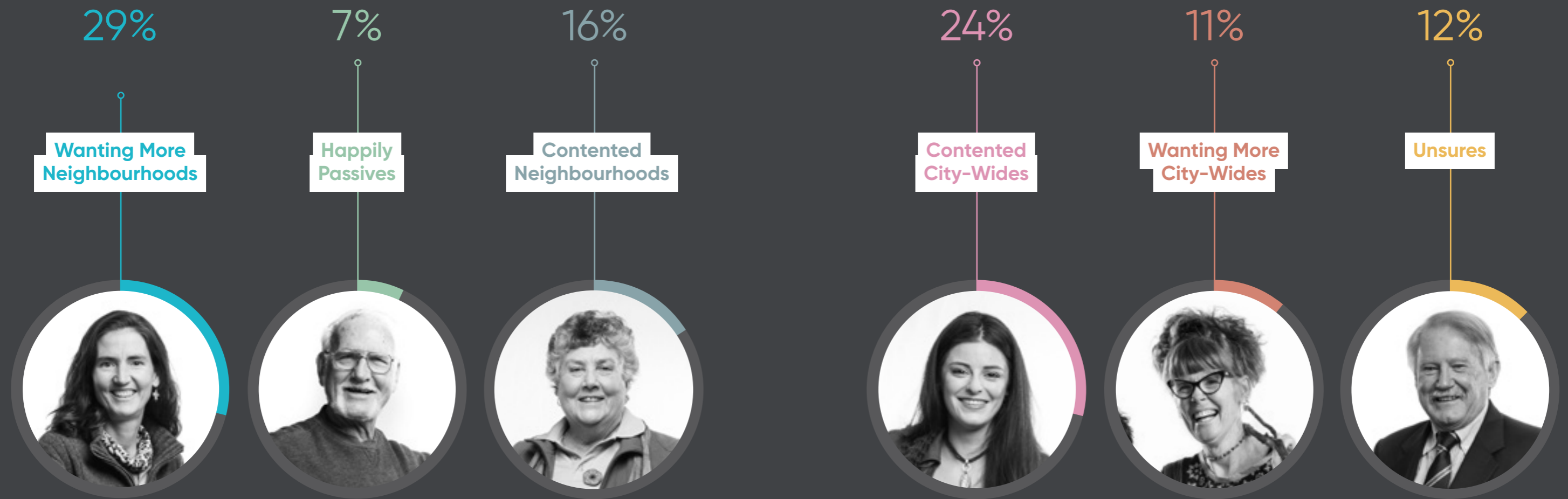
"Albany has a core group who are extremely interested in engaging actively with the City, so we should leverage them!"

We need to find ways to involve engaged residents more, to allow for seamless, ongoing two-way conversations between the City and its residents. This would allow the City to actively engage with residents in ways that involve them in the process and have influence in the decisions we make.

Our Audience

With more than 37,000 residents stretching from Wellstead through to Redmond and Nullaki, we have a broad and diverse population within the City of Albany, and they all have different needs. Knowing more about our audience is important to communicating and engaging effectively – who they are, what they do, what they want to know and the way they want to stay connected.

It means we're able to keep you more informed, you are able to have your say, and we can listen to what our community needs. We have undertaken research to understand the key segments within our community and identify ways of communicating and engaging with these segments.



Wanting More Neighbourhoods

Want to be more involved in the issues that affect household or area

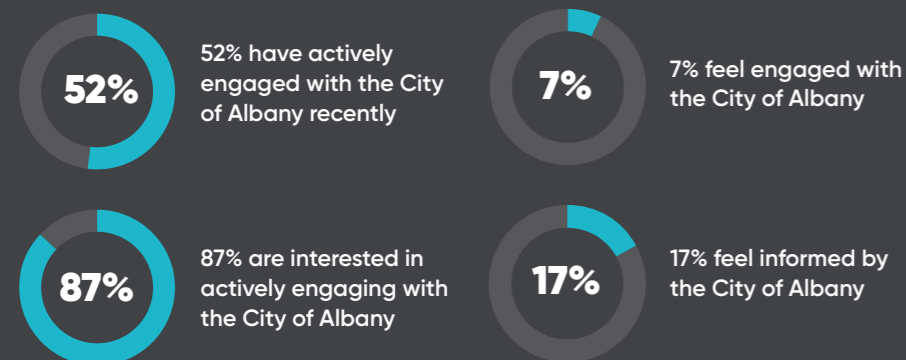
Who Am I?

I want to be more involved in what's going on, but only if it's going to affect me or those close to me. Tell me about the things that will impact my neighbourhood, but if not, I'm happy to be left out.

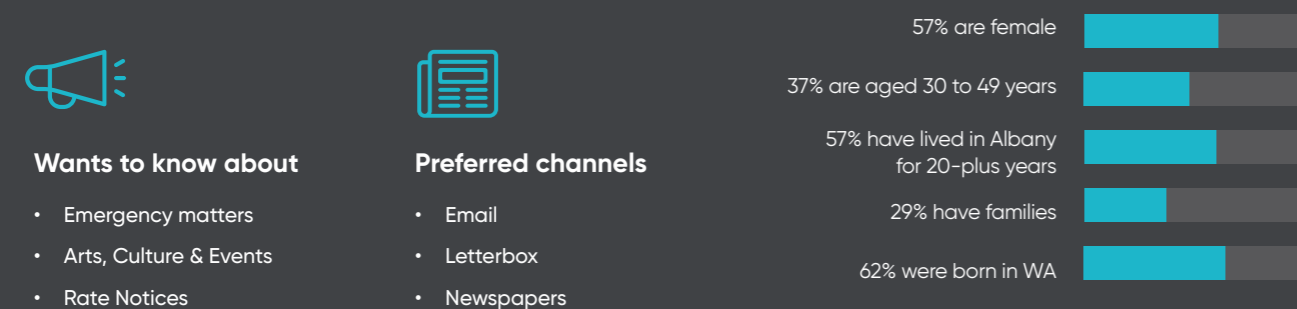
I keep up to date through things like the newspaper, but the best way to tell me about things is directly – email is best, or a letterbox drop. I'm the most likely of any segment to have a family, so I'm pretty busy, and things might slip through if I'm not told directly.



Level of Engagement



Segment Stats



Our assessment



'Wanting More Neighbourhoods' is interested in being involved in decisions that directly affect them. They not only want to know what is happening in their neighbourhoods, they want to be invited to actively participate in our decision making process.

Happily Passives

Doesn't want to be bothered or involved

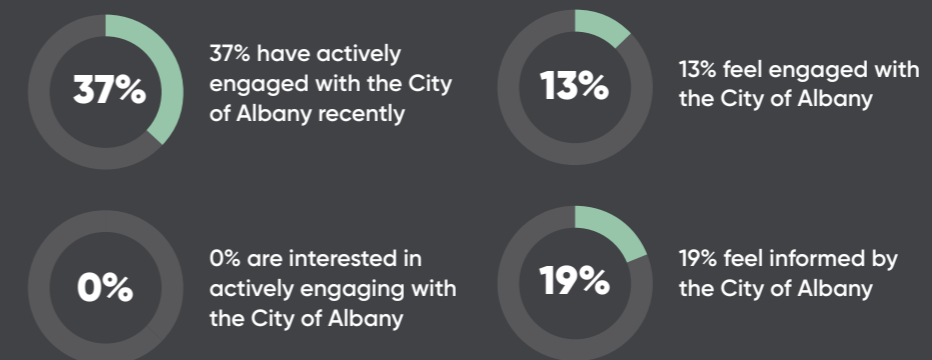
Who Am I?

I'm not too involved in the City of Albany's goings on, but I'm actually happy that way! I'm happy to just go about my own business and let the City get on with their own, I don't see the need to get involved.

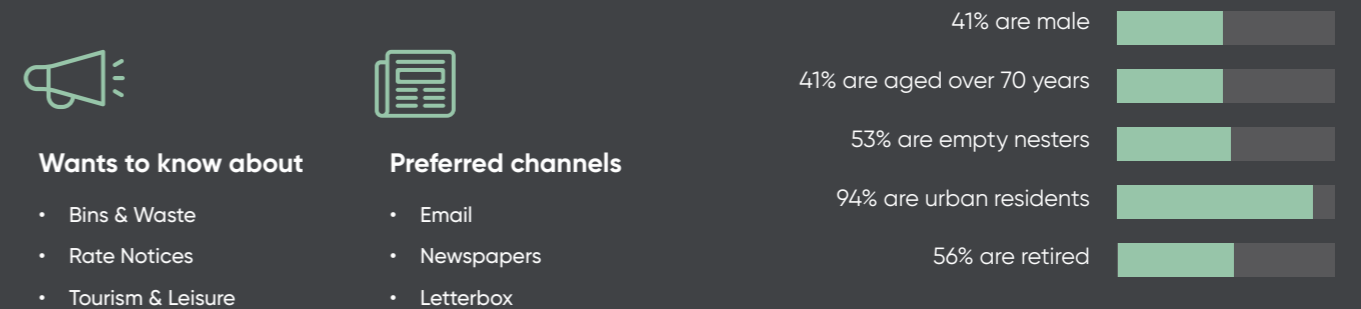
The reason I don't really want to get involved is really because it doesn't interest me! I'm less concerned about issues across the board than your average resident, the only thing I'm really keen to be kept up to date on is my bin days!



Level of Engagement



Segment Stats



Our assessment



'Happily Passives' have no desire to get involved in our decision making process. They're happy to be informed about things that are important to their day-to-day lives, like bin days, but other than that they are happy not to be bothered and don't want to be involved.

Contented Neighbourhoods

Happy with the way City of Albany is communicating

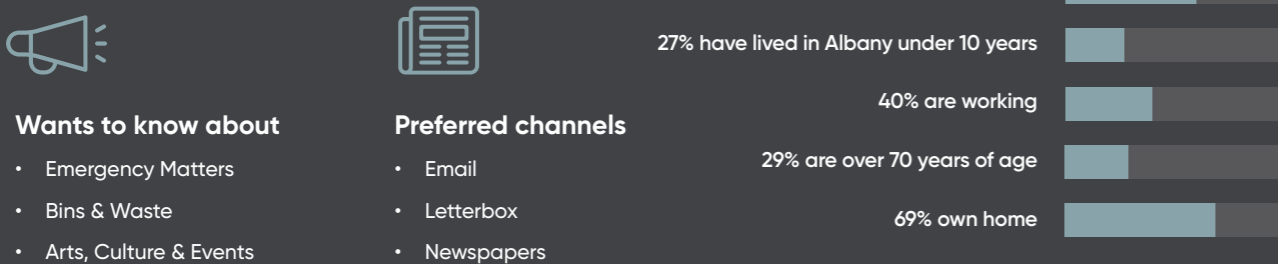
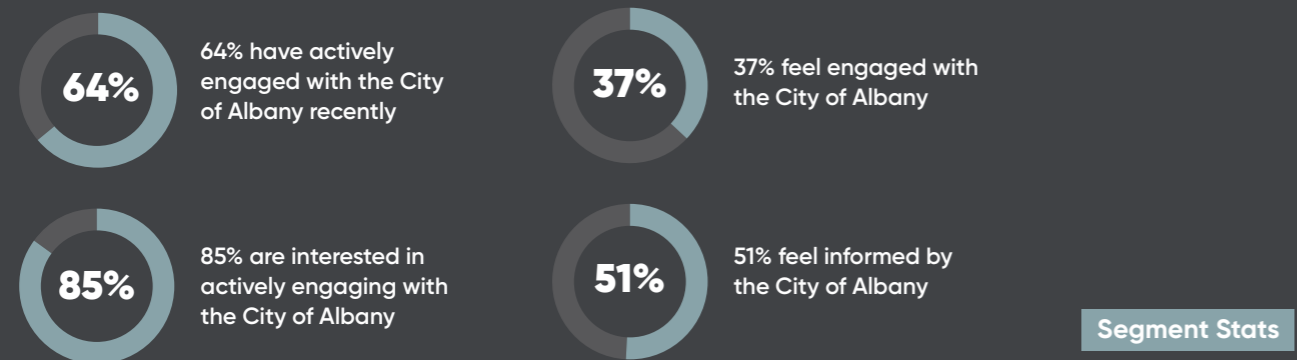
Who Am I?

I like to be involved in the issues that affect my neighbourhood, but I'm not going to go sticking my beak in about everything that goes on in Albany. I'd like to be contacted primarily through email if it's about something that affects me, but I also keep my eye out in the paper, online and in social media.

There's definitely room to engage me more than I am currently, I'm definitely keen to get involved with surveys, information sessions and what have you if it's about something that affects me or my neighbourhood.



Level of Engagement



Wants to know about

- Emergency Matters
- Bins & Waste
- Arts, Culture & Events

Preferred channels

- Email
- Letterbox
- Newspapers

Our assessment

'Contented Neighbourhoods' are happy with the way we are communicating, but we could be engaging with them more, especially by inviting them to be involved in conversations with us about things that affect them or their neighbourhood directly.

Contented City-Wides

Already pretty involved in things, let's keep things as they are

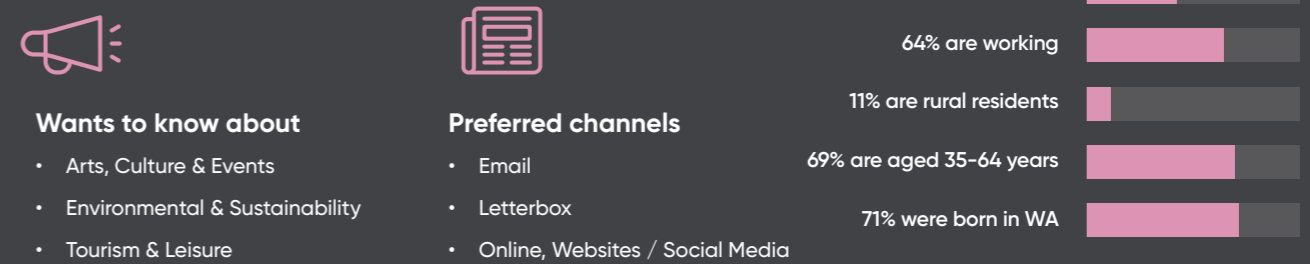
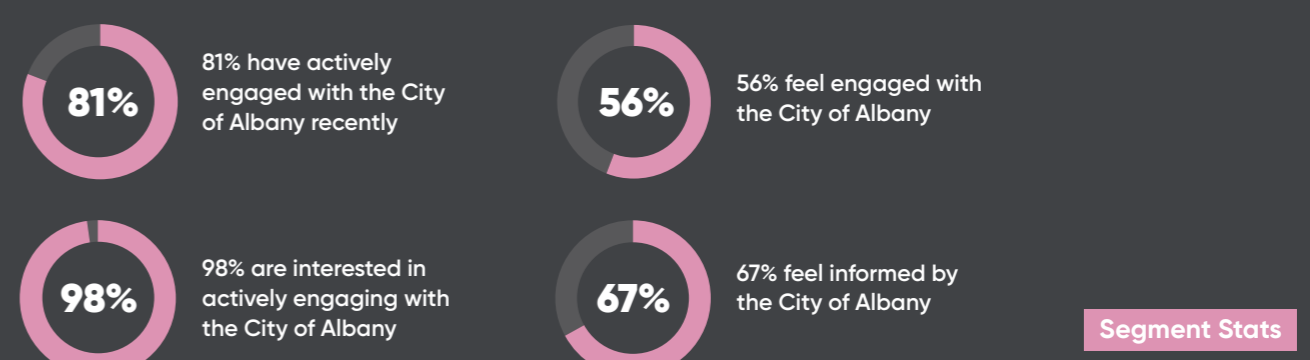
Who Am I?

I'm happy with the communications I get from my City at the moment. I like to be involved in what's going on in my City, and up to date I feel like I've been pretty informed and engaged, so let's keep it that way!

I want to know pretty well everything that's going on within Albany, even if it's not going to affect me directly. If I'm getting involved more actively, a survey is a good way to go. Otherwise, give me an opportunity to speak my mind at an event or a community information session.



Level of Engagement



Wants to know about

- Arts, Culture & Events
- Environmental & Sustainability
- Tourism & Leisure

Preferred channels

- Email
- Letterbox
- Online, Websites / Social Media

Our assessment

'Contented City-Wides' are interested in anything that affects Albany and while they're mostly happy with the level of engagement from the City, there is room to improve. They want to be invited and actively involved in our decisions.

Wanting More City-Wides

Want to be more engaged, get me involved

Who Am I?

I want to be involved in what's going on more than anyone. I'm already pretty engaged, and have got involved in a couple forums, surveys or sessions in the past year, but it's still not enough! I'll take any opportunity to have my say, so bring it on.

If I'm communicating with the City of Albany, I want it to be direct. I don't like just seeing something in the paper, or hearing about it on TV, to get in touch with me, send an email or put a letter in my mail box. The same goes for getting me actively involved, I want to be able to speak directly to the people making decisions. If that's through a survey, fine, but I'd also like to get involved in face-to-face sessions, like public comment periods, Community Information Sessions and Advisory Groups.



Level of Engagement



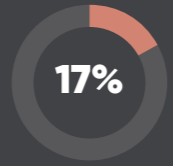
70% have actively engaged with the City of Albany recently



12% feel engaged with the City of Albany



98% are interested in actively engaging with the City of Albany



17% feel informed by the City of Albany



Wants to know about

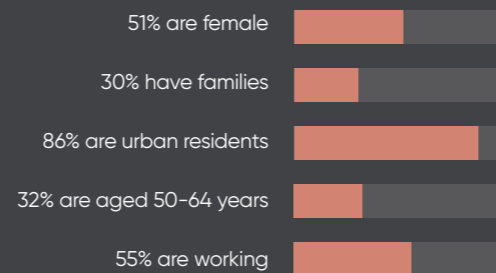
- Arts, Culture & Events
- Bins & Waste
- Environmental & Sustainability



Preferred channels

- Email
- Letterbox
- Newspapers

Segment Stats



Our assessment

'Wanting More City-Wides' are those who want to be involved the most. They crave engagement opportunities and want to have conversations with the City about what we are doing and have a say during our decision making process.

Unsuers

Not sure what they want to know, or how they want to be engaged

Who Am I?

I'm not sure what I want to hear about the City of Albany, or how I want to hear it. I don't feel like the City has kept me particularly well informed, or engaged for that matter, but that's not to say I want to hear a lot from them in the future.

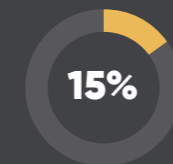
I'm ok with the occasional email or letter, but I'm definitely not going to be scouring the internet, newspapers and social media to see what's going on. Not much that goes on in the Council interests me all that much.



Level of Engagement



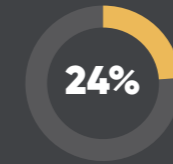
52% have actively engaged with the City of Albany recently



15% feel engaged with the City of Albany



0% are interested in actively engaging with the City of Albany



24% feel informed by the City of Albany



Wants to know about

- Arts, Culture & Events
- Bins & Waste
- Environmental & Sustainability



Preferred channels

- Email
- Letterbox
- Newspapers

31% are male

70% are aged over 50 years

22% have lived in Albany less than 5 years

50% are empty nesters

93% are urban residents

Segment Stats

Our assessment

'Unsuers' don't really know what interests them, or how involved they want to be in the decisions we make, and that doesn't seem to worry them much. They are happy to receive some communication, but they're not going to go out of their way to get involved in engagement opportunities.



What is the Purpose of this Strategy

Our Key Challenges

Based on the community's feedback, we know we're doing a lot well but there is also room for improvement.

Our key challenges are ensuring people know what their Council is doing, and reaching the broader community on topics that are important to them.

Residents have also told us they think our communications could be more open and transparent.



1. How can we ensure our community knows what Council is doing?

- Improving how we communicate before and after making decisions, so that residents know what the decisions are and why;
- Share the good things the City and Council are doing in our community, to improve public awareness of who we are and the positive work we do; and
- Brief staff before community to assist our commitment to providing best practice customer service.



2. How do we reach our residents with the topics and issues important to them?

- Take notice of what community has told us is important to them;
- Utilise our market research to better understand the residents we are engaging with;
- Be inclusive of our rural communities; and
- Consider time delays in regional mail services when communicating via post.



3. How do we improve what we are doing?

- Provide more opportunities for our community to participate in conversations with Council;
- Develop a consistent and coordinated internal approach for engagement using a best-practice framework;
- Strengthen internal communication; and
- Increase community understanding of local governance processes, procedures and responsibilities.

An action plan will identify specific ways we can address these challenges against our strategic objectives.

Our Guiding Principles

We want to build on our strengths while finding ways we can get better at meeting the needs of our diverse population.

This will allow us to share the right information, with the right people at the right time by making sure we're letting our residents know about what they want to know, the way they prefer.

It also means we will be involving our community more in our decision making process, inviting them to have a say on issues that are important to them in the way they want to be involved, so their feedback is influencing the decisions we make.

Achieving this relies on open, honest and transparent dialogue between staff, Council and our community.

To guide this we have set a range of strategic aims and objectives, which are underpinned by these principles:

- **Our communications are proactive**
- **Our approach is creative and engaging**
- **Our delivery is direct and transparent**
- **Our information is accessible, relatable and easily understood**
- **Our interactions are positive and two-way**
- **Our process is inclusive**

Our Purpose



We will provide our community with clear, timely and transparent communications, and will engage in conversations that create opportunities for community involvement and ensures understanding about what we are doing and why.

What are our Aspirations, Objectives and Priorities?

Engagement

Engagement is essential to not only making sure our residents and businesses are informed about what we are doing, but to provide opportunities for us to get feedback from the community before we make our decisions.

The City has been striving to improve its engagement with the community, and this is reflected in the 49% of residents who say they are happy with the level of engagement they have with us, but there is clearly areas to improve.

Around half of our residents, 51%, have told us that they want to be more engaged by the City, but the challenge is not everyone wants to know about the same things.

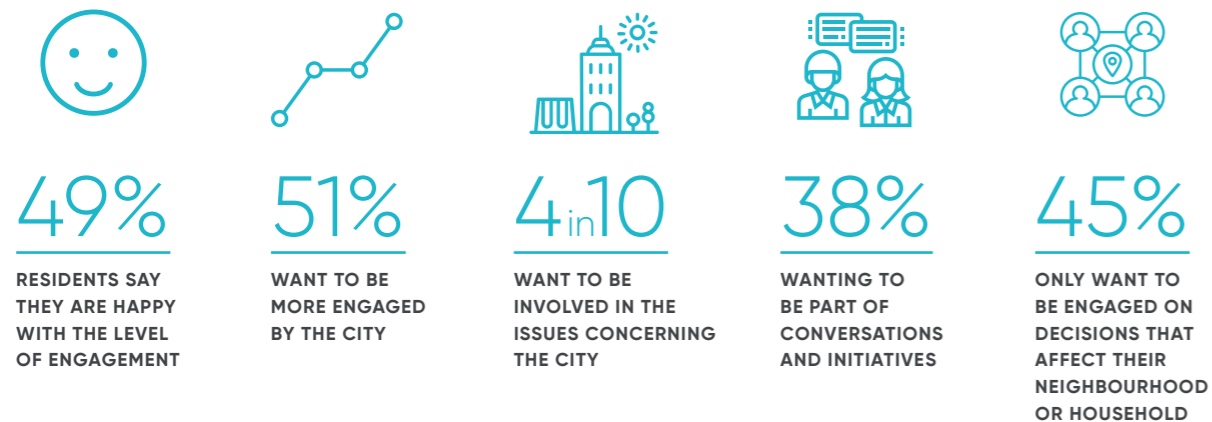
Roughly 4 in 10 people want to be involved in the issues concerning the City at large, with 38% of our residents wanting to be part of conversations and initiatives. Another 45% only want to be engaged on decisions that affect their neighbourhood or household.

Our Aspiration and Objectives set the high-level goals for our engagement with community.

Instances where projects are constrained by budget, viability, safety or legislative requirements will be clearly defined and are not negotiable.

For example, the State Heritage Act, planning scheme requirements, funding limitations and timelines could all have restrictions on the level of community involvement in a project.

Where we are not constrained by these non negotiables we will strive to involve community in the development of innovative options and solutions.



Our Aspiration for Engagement

To use best practice principles to involve our community in our decision making process, creating two-way conversations that engage them on what we are doing before we do it, and enables their feedback to influence our decisions.

Increasing impact on decision



Inform Consult Involve Collaborate Empower

Public Participation Goal	Inform	Consult	Involve	Collaborate	Empower
	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced 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 public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide

Our Objectives and Priorities for Engagement

Objective 1: To follow the International Association of Public Participation's IAP2 framework for engagement, which is considered a best practice benchmark worldwide.

Our Priorities	We know we are succeeding when
1.1: To provide the community with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	Our community is more informed.
1.2: To obtain community feedback on analysis, alternatives and/or decision.	We are listening to community, acknowledging their concerns, and their input is contributing to our decision making.
1.3: To work directly with the community throughout the process to ensure that community concerns and aspirations are heard and considered.	Community aspirations and concerns are considered in the alternatives and solutions, and we are providing feedback on how community input influenced our decision.
1.4: To create opportunities to partner with the community in decision making, including the development of alternatives and solutions.	We are looking to the community for direct advice and innovation in finding solutions and incorporating advice into recommendations.
1.5: To explore ways to empower the community to participate in our decision-making processes.	The community have more opportunities to have direct influence in decision-making.

Objective 2: To use the preferred channels for engagement with our community, both actively and passively, more effectively.

Our Priorities	We know we are succeeding when
2.1: Use market segmentation data to identify the most effective way to reach our community.	Participation rates and responses to engagement activity increases.

Objective 3: To empower staff to support the City to improve its level and quality of engagement with the community.

Our Priorities	We know we are succeeding when
3.1: Train staff and Council to implement and follow best-practice engagement procedures.	When staff are using IAP2 tools to report and evaluate on our engagement activities.
3.2: Implement initiatives that strengthen internal communications and increase awareness of leadership and community priorities.	Staff demonstrate responsibility for sharing information across all layers of the organisation.
3.3: To uphold the City of Albany's customer services charter.	We attain high-level internal and external customer service standards.

Objective 4: Provide increased opportunities for Council and executives to connect informally with community.

Our Priorities	We know we are succeeding when
4.1: Council will meet regularly with communities in informal settings that provide a platform for open dialogue.	Council are more responsive to community needs and concerns.
4.2: Executives will meet regularly with staff and communities in informal settings that provide a platform for open dialogue.	Executives are more responsive to staff and community needs and concerns.

We will measure community satisfaction with:

- Engagement evaluation process
- Participation in engagement activities
- Level of community input in decision making
- Community Perception Survey results
- Staff satisfaction survey results
- Council reputation
- Positive community perceptions of the City



Communications

Our mass communications is one of our strengths, so it's important we continue to achieve the high benchmark we have set, but there are also areas where we can strive to get better.

More than 50% of our residents think we use social media, online, print, television and radio well to communicate. More than 70% of residents are using our website, and almost half of residents say we are providing information that is easy to understand.

On the flip side, only 14% are using the City of Albany App, 37% of residents aren't using the City's social media channels, and most residents would prefer to hear from us via email.

Our Aspiration and Objectives set the high-level goals for our communications.

Our Aspiration for Communications

To deliver timely, informative, engaging and transparent communications that shares information in a diverse way, is easy to understand, promotes what we do and celebrates our success.

Our Objectives and Priorities for Communications

Objective 5: To strengthen our brand and promote our services, events and initiatives through creating and delivering innovative visual communications for web and print.

Our Priorities

We know we are succeeding when

5.1: Build on the 'Your City' campaign to share and promote who we are and what we do in the community.

There is increased awareness of and engagement with City services, events and initiatives.

5.2: Adopt the 'Your City' design style as our main communications brand.

Our communications will be visually consistent and easily identifiable with the City of Albany.

Objective 6: To disseminate relatable and easy-to-understand communications through multiple channels that meet the needs of our community.

Our Priorities

We know we are succeeding when

6.1: Share information that is easy to understand, is timely and reaches relevant target audiences.

Our community is informed and has a better knowledge of the decisions we are making and why.

6.2: Use social media and email as cost-effective communication channels.

More residents will receive information directly, and engagement with the City of Albany's social media will increase.

Objective 7: To ensure online content for our websites is relevant, accurate, timely, strategically placed and easily accessible.

Our Priorities

We know we are succeeding when

7.1: Review the functionality and structure of the City's website.

The website is more user-friendly and easier to navigate.

We will measure community satisfaction with:

- Participation in City events and activities
- Community use of City services
- Awareness of City of Albany branding
- How the community perceives the accessibility of our information
- Customer service satisfaction



Media

Media is an important tool in communicating to our community what is going on, or ways they can get involved, and our residents think we use the media well.

The way we interact with the media is important to getting our message across and building trust within the community. We need to be proactive in communicating to media to ensure our message is clear and reported accurately, while also being open to sharing information that is responsive and timely.

Our research shows the internet, social media and local newspapers were the media channels our community uses most to interact with us, but there is no one medium that captures every one in two Albany residents.

Our Aspiration and Objectives set the high-level goals for our interactions with the media.

Our Aspiration for Media

To deliver clear, consistent and factual information to the media that results in balanced, positive and accurate coverage of Council decisions and activities.

Our Objectives and Priorities for Media

Objective 8: To plan and be proactive in contacting the media whenever possible and respond to media requests in a timely and appropriate way.

Our Priorities	We know we are succeeding when
8.1: Produce regular media releases that are well written and proactively sharing City of Albany news.	Our media releases are helping to drive the local news agenda, keeping the community informed.
8.2: Provide responses to media that meet news deadlines.	Stories are balanced and include comment from the City of Albany.

Objective 9: To promote the City with positive and proactive media.

Our Priorities	We know we are succeeding when
9.1: Identify positive promotional opportunities through strong internal communication.	Media are reporting on the good things we do, not just the issues.
9.2: Build strong and effective relationships with the media at all levels.	Opportunities are created to share our good news stories with the media.

Objective 10: To maintain awareness of the issues reported by the media and the community's response.

Our Priorities	We know we are succeeding when
10.1: Monitor media activity.	We have good knowledge of the current issues and community's concerns.

We will measure community satisfaction with:

- Amount of positive coverage the media give the City
- Media reports will be factual and balanced
- Community awareness of the good things we do in the community
- Level of trust between the City and media
- Positive community perceptions of the City

How will we Monitor, Measure and Report Progress?

An Action Plan will support this Strategy and allow us to monitor and report against our Objectives and Priorities.

This Action Plan will also support our annual business planning process, which will track progress in implementing this Strategy.

In Summary



This Strategy will guide the Communications and Engagement activities of Council and staff through to 2022. It will be implemented with the Community Strategic Plan and Corporate Business Plan, as well as in consideration other influencing City policies and external social, technological, economic, environmental, political, legal and ethical factors. The Action Plan will be updated throughout the life of this Strategy.

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1.3	Manager Community Engagement	Version 3 Reviewed and edited	05/02/2019
1.4	Manager Community Engagement	Final version with amendments	05/07/2019
1.5	Manager Communications	Final version reviewed	26/07/2019

Appendices

- Painted Dog Research Report; Understanding Residents.
- IAP2 Quality Assurance Standards, for Community and Stakeholder Engagement.
- <https://profile.id.com.au/albany>
- City of Albany Social Media Policy & Guidelines.



