



SHIRE OF
HARVEY



2021-2026

Communications and Engagement Plan

Executive summary

The Shire of Harvey (the Shire) is a local government with one of WA's fastest growing populations.

Following the results of the Shire's 2020 Markyt Community Scorecard, an external agency was engaged to assist the Shire to develop a Communications and Engagement Plan to:

- Build trust with the community and credibility of the brand (Council, administration, Shire);
- Align all Shire communication with the goals of our Strategic Community Plan; and
- Inform the resources required to achieve this plan.

Additional focus group workshops were conducted to further identify a range of values, concerns and suggestions for improvement.

A range of audiences were categorised including residents, non-residents (Political/Government, Business owners, Investors, Future Residents, Students, Workers, Visitors), Shire Councillors and staff. Throughout the process, the balance of managing our rapid growth while maintaining the

heritage and beauty of our natural environment was a recurring theme amongst our diverse community. As such, our goal is to further unify our community by facilitating engagement, celebrating our community spirit and maintaining our unique lifestyle.

The Shire of Harvey is a great place where great things happen. By working together with our diverse community towards an even better lifestyle, we can ensure that generations to come can continue to experience a breath of fresh air.

Our vision will be communicated across a range of offline, online and physical channels, with ongoing reporting and analysis to ensure our goals are being achieved.



Our Vision

Together, towards an even better lifestyle.

Objective

The Shire of Harvey has experienced significant growth over the past four years and will grow further in the following decade. This plan outlines how our communications will be targeted, delivered and monitored to ensure consistency and efficiency in line with the goals of our Strategic Community Plan.

Our Shire

Located about 140 kilometres south of Perth the Shire of Harvey spans 1,766 km² of forests, farmland and features 42 kilometres of pristine Indian Ocean coastline. First settled in the 1840s, the Shire's fertile soil created a hive of industry that continues today, being recognised as one of the fastest growing shires in Western Australia.

The Shire has a number of major industries including tourism, orange juice and milk production, beef production, abattoirs, silicon smelting operations, titanium dioxide production, chlorine production and other industries at the Kemerton Industrial Park. Our three major dams are a key feature and the Binningup desalination plant produces 35% of Perth's drinking water.

The Shire's variety of natural attributes means it is a popular location for a range of recreational activities including crabbing, fishing and boating in the Leschenault Estuary, water skiing, fishing, canoeing and camping at Logue Brook dam, off road cycling along the Munda Biddi trail, fishing and four wheel driving on designated areas of the coast line, swimming at the sheltered beaches of Binningup and Myalup or generally exploring the area during a day trip.

The area has a sense of freshness with fresh produce, fresh water, a clean and green landscape abounding with nature's goodness. A place to breathe deeply and relax, surrounded by the best that nature has to offer. It truly is "A breath of fresh air".

"The balance of managing our rapid growth while maintaining the heritage and beauty of our natural environment was a recurring theme amongst our diverse community."

Introduction

The Shire's Communications and Engagement Plan (CEP) 2021-2026 is a five year outcome-based strategy to guide the Shire's efforts to implement consistent, innovative and targeted communications.

The CEP will also advance the Shire's efforts to further unite our community and proactively support the objectives outlined in our Strategic Community Plan 2017-2027.

The CEP was developed following the results of our 2020 Markyt Community Scorecard, and several focus group workshops with Shire Councillors and staff that identified a range of values, concerns and suggestions for improvement.

The Shire has used that valuable feedback to deliver this path for implementation of our vision: "together, towards an even better lifestyle" through our communications positioning: "A breath of fresh air".

At predetermined stages of the CEP the Shire will conduct reviews and analyse the effectiveness of the communications, making adaptations as necessary to ensure our goals are met.

A Breath of Fresh Air

What you told us

2020 MARKYT Community Scorecard

All data is captured in the Strategic Community Plan review.
The information represented below is a snapshot of that which is relevant to the CEP.

Place to live

Shire score: 82/100
Industry Average: 75/100

The Shire of Harvey as the organisation that governs the local area

Shire score: 58/100
Industry Average: 56/100

Value for money from Shire rates

Shire score: 50/100
Industry Average: 44/100

Council's leadership

Shire score: 54/100
Industry Average: 50/100

Advocacy and lobbying on behalf of the community to influence decisions and support local causes

Shire score: 49/100
Industry Average: 50/100

I feel the Shire of Harvey has a good understanding of local community needs

Shire score: 32/100
Industry Average: 33/100

The Shire of Harvey has developed and communicated a clear vision for the area

Shire score: 26/100
Industry Average: 34/100

How the community is consulted on local issues

Shire score: 44/100
Industry Average: 46/100

I feel the Shire of Harvey listens to and respects local community views

Shire score: 30/100
Industry Average: 32/100



How the community is informed about what's happening in the local area

Shire score: 45/100

Industry Average: 54/100

Customer service

Shire score: 61/100

Industry Average: 62/100

Services and facilities for families and children

Shire score: 55/100

Industry Average: 57/100

Services and facilities for youth

Shire score: 49/100

Industry Average: 48/100

Disability access and inclusion

Shire score: 55/100

Industry Average: 50/100

How the Shire embraces technology and innovation

Shire score: 50/100

Industry Average: 52/100

Services and care available for seniors

Shire score: 60/100

Industry Average: 55/100

What do we want to achieve?

Through marketing and communications, our goals for the Shire of Harvey Communications and Engagement Plan are:

EXTERNALLY



Nurture a sense of connectedness and belonging within the Shire



Foster genuine community engagement aligned with the Shire's vision



Highlight the value provided by the Shire



Demonstrate how future planning positively impacts the community



Highlight the great things we already have within the Harvey region

INTERNALLY



Support the promotion of all Shire initiatives



Continue to grow staff culture and engagement through alignment with the Shire's vision

What will we say?

Our communications objectives are behaviourally centered. That is why it is important to address our target market's knowledge and attitudes towards our vision before we can expect their behaviour to change.

Over the next five years, the Shire will communicate it's positioning "A breath of fresh air" to create greater awareness of our vision and facilitate understanding, acceptance and advocacy of our values.

Each of our goals have been written to provide the basis for messaging. Additionally, persuasive elements may be employed to make messages play on humour, excitement, empathy or appreciation.

EXTERNAL GOALS

MESSAGING SENTIMENT



Nurture a sense of connectedness and belonging within the Shire

Our community spirit is unwavering, and here's how we're making it even better..



Foster genuine community engagement aligned with the Shire's vision

We're one of the fastest growing Shires in WA, and here's how we continue to achieve it together..



Highlight the value provided by the Shire

Here's how we're spending your money, and why that's important..



Demonstrate how future planning positively impacts the community

Our long history proves how future generations have benefited from our foresight. Here's some examples of that, and what we're planning next..



Highlight the great things we already have within the Harvey region

Let's celebrate and support what we already have in this unique part of the world..

INTERNAL GOALS



Support the promotion of all Shire initiatives



Continue to grow staff culture and engagement through alignment with the Shire's vision

MESSAGING SENTIMENT

The Shire of Harvey is diverse in so many ways, and we're here to support you and your team in any way we can.

Our "can do" mindset and cross-team communications make the Shire of Harvey a refreshing place to work. Here's why..

**....Because we're all in this together,
towards an even better lifestyle.**

How will we measure effectiveness?

The CEP will be measured on an ongoing basis on the following key outcomes:

EXTERNAL GOALS

MEASURABLE OUTCOME



Nurture a sense of connectedness and belonging within the Shire

- Awareness of Shire programs, services and events
- Increase attendance at Shire events
- Increase number and diversity of survey respondents
- Number of volunteers
- Community satisfaction survey results
- Increased engagement with Shire communications (online and offline)
- Increase in website visitors
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



Foster genuine community engagement aligned with the Shire's vision

- Communications plans developed and implemented for all Shire projects
- Increased engagement with Shire communications (online and offline)
- Number of volunteers
- Number of media releases, interview opportunities and briefings
- Quality and quantity of media coverage
- Community feedback
- Community satisfaction survey results
- Number of website visitors
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils

EXTERNAL GOALS



Highlight the value provided by the Shire

MEASURABLE OUTCOME

- Communications plans developed and implemented for all Shire projects
- Reduce complaints and increase advocacy
- Reduce price sensitivity
- Awareness of Shire programs, services and events
- Number of media releases, interview opportunities and briefings
- Quality and quantity of media coverage
- Community feedback
- Community satisfaction survey results
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



Demonstrate how future planning positively impacts the community

- Communications plans developed and implemented for all Shire projects
- Number of people using existing and new projects
- Number of engagements with Shire communications (online and offline)
- Community feedback
- Community satisfaction survey results
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



Highlight the great things we already have within the Harvey region

- Enhancement of Community pride
- Engagement of investors, businesses and property owners.
- Raise perception of the Harvey Region as a place to live, work, invest, study and visit.
- Economic growth
- Increase in residents, visitors and businesses year-on-year
- Website views
- Quantity and quality of PR received, including social media engagement
- Number of engagements with Shire communications (online and offline)
- Community engagement
- Community satisfaction survey results
- Number of media releases, interview opportunities and briefings
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils

INTERNAL GOALS



Support the promotion of all Shire initiatives

MEASURABLE OUTCOMES

- Communications plans developed and implemented for all Shire projects
- Increase in residents, visitors and businesses year-on-year
- Quality of feedback and increase in engagement from the community
- Number of engagements with Shire communications (online and offline)
- Number of meetings with Government ministers, departments and agencies
- Quality and quantity of media coverage
- Number of website visitors
- Community and visitor feedback
- Community satisfaction survey results
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



Continue to grow staff culture and engagement through alignment with the Shire's vision

- Communications plans developed and implemented for all Shire projects
- Number of communications plans developed
- Community and visitor feedback
- Community satisfaction survey results
- Staff satisfaction survey results
- Number of job applicants for open positions
- Workforce diversity
- Increase in retention rates
- Number of queries resolved at first contact
- Reduced response times
- Number of nominations for employee of the month program
- Number of media releases, interview opportunities and briefings
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils

At predetermined stages of the CEP, the Shire will conduct reviews and analyse the effectiveness of the communications, making adaptations as necessary to ensure our goals are met.

Who will we say it to?

Target markets

"We want to know what an even better lifestyle means to you..."



INTERNAL

- Conversation starters
- Making it easy/normal
- Not afraid to share and likes to
- Here for the right reasons
- Celebrate success
- Makes people feel valued
- Brings others onboard



NON-RESIDENTS

POLITICAL/GOVT

"We need your help with..."

BUSINESS OWNERS

Existing and future -
let's help you get there

INVESTORS

Existing and future help us plan
for it

FUTURE RESIDENTS

They don't live here yet, but want
to at some stage (or not)

STUDENTS

Existing and future proud
to study here

WORKERS

Existing and future -
love where we work

VISITORS

Exploring the Shire and surrounds



RESIDENTS

UNENGAGED

Proud of where they live -
let's get them onboard

ENGAGED - ONLINE

Love where you live, even more

Facebook

Instagram

ENGAGED - OFFLINE

Love where you live, even more

Radio (ABC / MMM)

Family and friends
(share online info)

Other residents

...and make it happen, together.

How will we say it?





External Goal 1

Nurture a sense of connectedness and belonging within the Shire



60%

15m active
Australians on
Facebook

February 2021



CORE MEASURABLE OUTCOME

Awareness of Shire programs, services and events



MESSAGING SENTIMENT

Our community spirit is unwavering, and here's how we're building an even better lifestyle together...

KEY INITIATIVES

- Highlight the Shire's contribution to every community touchpoint
- Regularly update Shire contact points with regular community or project updates
- Engage volunteers and community groups to contribute to Shire activities
- Increased and updated informative signage throughout the Shire
- Highlight the community's contribution to the Shire

MEASURABLE OUTCOMES

- Awareness of Shire programs, services and events
- Increase attendance at Shire events
- Increase number and diversity of survey respondents
- Recognise the contribution of volunteers
- Community satisfaction survey results
- Increased engagement with Shire communications (online and offline)
- Increase in website visitors
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



External Goal 2

Foster genuine community engagement aligned with the Shire's vision



1,417

Number of people following the Shire's Instagram

February 2021



CORE MEASURABLE OUTCOME

Communications plans developed and implemented for all Shire projects



MESSAGING SENTIMENT

We're one of the fastest growing Shires in WA, and here's how we continue to achieve it together...

KEY INITIATIVES

- Highlight the Shire's achievements within the community
- Engage volunteers and community groups to contribute to Shire activities
- Attend events to showcase achieved, current and future projects
- Facilitate greater diversity in advisory groups
- Inform the community in advance of Shire works through multiple channels

MEASURABLE OUTCOMES

- Communications plans developed and implemented for all Shire projects
- Increased engagement with Shire communications (online and offline)
- Number of volunteers
- Number of media releases, interview opportunities and briefings
- Quality and quantity of media coverage
- Community feedback
- Community satisfaction survey results
- Number of website visitors
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



External Goal 3

Highlight the value provided by the Shire



1.5K

Harvey Recreation
and Cultural Centre

2.914K

Leschenault
Leisure Centre

Active Facebook user accounts
within the Shire

February 2021



CORE MEASURABLE OUTCOME

Reduce complaints and increase advocacy



MESSAGING SENTIMENT

Here's how we're spending your money,
and why that's important...

KEY INITIATIVES

- Rates notice to receive additional passes to leisure facilities
- Communicate the discount on early payments across relevant channels
- Regular updates on Shire projects big and small
- Provide timely updates on Council meetings and decisions through relevant channels
- Develop and implement a social media strategy to increase Shire use and improve community accessibility
- Communicate where community surveys have resulted in achieved changes within the Shire

MEASURABLE OUTCOMES

- Communications plans developed and implemented for all Shire projects
- Reduce complaints and increase advocacy
- Reduce price sensitivity
- Awareness of Shire programs, services and events
- Number of media releases, interview opportunities and briefings
- Quality and quantity of media coverage
- Community feedback
- Community satisfaction survey results
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



External Goal 4

Demonstrate how future planning positively impacts the community



300

website visitors on
average per day

February 2021



CORE MEASURABLE OUTCOME

Communications plans developed and implemented for all Shire projects



MESSAGING SENTIMENT

Our long history proves how future generations have benefited from our foresight. Here's some examples of that, and what we're planning next...

KEY INITIATIVES

- Development of community hubs with informative resources
- Celebrate our history and past achievements through relevant channels
- Development of educational tools for internal and external use
- Develop resources for volunteers to better communicate their impact within the Shire

MEASURABLE OUTCOMES

- Communications plans developed and implemented for all Shire projects
- Number of people using existing and new projects
- Number of engagements with Shire communications (online and offline)
- Community feedback
- Community satisfaction survey results
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



External Goal 5

Highlight the great things we already have within the Harvey Region



100

Daily phone calls
to the Shire
administration

February 2021



CORE MEASURABLE OUTCOME

Raise perception of the Harvey Region as a place to live, work, invest, study and visit.



MESSAGING SENTIMENT

Let's celebrate and support what we already have in this unique part of the world...

KEY INITIATIVES

- Create and implement a Destination Harvey Communications Strategy with annual action plan
- Showcase local businesses contributing to the community through relevant channels
- Development of community hubs with informative resources
- Celebrate our history and past achievements through relevant channels
- Celebrate our cultural diversity, acceptance and unity
- Develop translatable resources and ESL communications
- Maintain a strong, cohesive brand that appeals to our target segments and fosters positive sentiment.

MEASURABLE OUTCOMES

- Enhancement of Community pride
- Engagement of investors, businesses and property owners.
- Raise perception of the Harvey Region as a place to live, work, invest, study and visit.
- Economic growth
- Increase in residents, visitors and businesses year-on-year
- Website views
- Quantity and quality of PR received, including social media engagement
- Number of engagements with Shire communications (online and offline)
- Community engagement
- Community satisfaction survey results
- Number of media releases, interview opportunities and briefings
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



Internal Goal 1

**Support the promotion of all
Shire operational initiatives**



13,500

rates notices
sent annually

February 2021



CORE MEASURABLE OUTCOME

Quality of feedback and increase in engagement from the community



MESSAGING SENTIMENT

The Shire of Harvey is diverse in so many ways, and we're here to support you and your team in any way we can...

KEY INITIATIVES

- Showcase the Shire's trainee and work experience program, and the individuals within it
- Showcase the Shire's many volunteers, and their contribution to the community
- Encourage continued brand adoption and maintain branding standards across the Shire.
- Implement a Think Brand Harvey Region for all shire employees.
- Partner with stakeholders to support and grow community groups and businesses
- Create and/or share leading, relevant content to improve collective knowledge

MEASURABLE OUTCOMES

- Communications plans developed and implemented for all Shire projects
- Increase in residents, visitors and businesses year-on-year
- Quality of feedback and increase in engagement from the community
- Number of engagements with Shire communications (online and offline)
- Number of meetings with Government ministers, departments and agencies
- Quality and quantity of media coverage
- Number of website visitors
- Community and visitor feedback
- Community satisfaction survey results
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils



Internal Goal 2

Continue to grow staff culture and engagement through alignment with the Shire's vision



1284

dog renewals

264

cat renewals

Number of animal
registration notices sent

February 2021



CORE MEASURABLE OUTCOME

Staff satisfaction survey results



MESSAGING SENTIMENT

Our "can do" mindset and cross-team communications make the Shire of Harvey a refreshing place to work. Here's why...

KEY INITIATIVES

- Establishment of a shared, internal communications system
- Facilitate greater face-to-face interaction between internal business units
- Promote staff achievements to the wider community
- Develop case studies of Shire projects, showing how they were achieved and the teams involved

MEASURABLE OUTCOMES

- Communications plans developed and implemented for all Shire projects
- Number of communications plans developed
- Community and visitor feedback
- Community satisfaction survey results
- Staff satisfaction survey results
- Number of job applicants for open positions
- Workforce diversity
- Increase in retention rates
- Number of queries resolved at first contact
- Reduced response times
- Number of nominations for employee of the month program
- Number of media releases, interview opportunities and briefings
- Staff utilising IAP2 tools for engagement
- Benchmarking with other councils

Our communications model

How we will communicate at each stage of our positioning cycle to create advocacy for our vision:



External



| GOAL | | | | |
|---|--|--|--|--|
| Nurture a sense of connectedness and belonging within the Shire | Foster genuine community engagement aligned with the Shire's vision | Highlight the value provided by the Shire | Demonstrate how future planning positively impacts the community | Highlight the great things we already have within the Shire |
| AUDIENCE | | | | |
| <ul style="list-style-type: none"> Residents Shire staff and councillors | <ul style="list-style-type: none"> Residents Non-Residents | <ul style="list-style-type: none"> Residents Non-Residents | <ul style="list-style-type: none"> Residents | <ul style="list-style-type: none"> Residents Non-Residents |
| AWARENESS | | | | |
| <ul style="list-style-type: none"> Here's what our staff are doing each day to help the community We're listening to you, and here's what we're doing | <ul style="list-style-type: none"> We currently support or are working on the following initiatives We're developing new initiatives We want to hear from you | <ul style="list-style-type: none"> Here's just one more thing that's helping us move together, towards an even better lifestyle | <ul style="list-style-type: none"> Here's how we're improving our infrastructure, towards an even better lifestyle We know our roads and paths need attention and this is what we're doing | <ul style="list-style-type: none"> Our diversity is unparalleled - Here's what we have at our doorstep |
| UNDERSTANDING | | | | |
| <ul style="list-style-type: none"> Take a look at what our community is doing Thank you for helping us with this | <ul style="list-style-type: none"> These are our completed, current and future projects, and why we're doing them | <ul style="list-style-type: none"> Here's a breath of fresh air, with something we've achieved | <ul style="list-style-type: none"> These are our completed, current and future projects, and why we're doing them | <ul style="list-style-type: none"> Did you know that the Shire has this? Here's something else you can do in our Shire |

External continued



| GOAL | | | | |
|--|--|--|---|---|
| Nurture a sense of connectedness and belonging within the Shire | Foster genuine community engagement aligned with the Shire's vision | Highlight the value provided by the Shire | Demonstrate how future planning positively impacts the community | Highlight the great things we already have within the Shire |
| ACCEPTANCE | | | | |
| • We've achieved so much together | • Here's what our community is saying about the Shire | • We're giving you incredible value for money | • We've taken your feedback on board and this is what we're doing | • We're proud of what we have, and so is our community |
| RESPECT | | | | |
| • Thank you for helping us improve and grow our Shire together | • Thank you for being part of this with us | • Thank you for being a part of our success | • Thank you for helping us create an even better lifestyle for our community | • Thank you to the pioneers, innovators and contributors to our community |
| UNITY | | | | |
| • That was a breath of fresh air | • We made this happen together, and we'll keep it going together too | • Together, we've achieved so many things for our community | • Together, towards an even better lifestyle | • We love living here, because we have so much at our doorstep |
| ADVOCACY | | | | |
| • Thank you to the individuals who made this happen with us | • Here's what our community is saying | • These are the results we've achieved thanks to the work we've done | • Thank you to the individuals and groups making our Shire an even better place to live | • Here's what people are saying about their recent visit to the Shire |

Internal



| GOAL | |
|--|---|
| Support the promotion of all Shire initiatives | Continue to grow staff culture and engagement through alignment with the Shire's vision |
| AUDIENCE | |
| <ul style="list-style-type: none"> Residents Non-Residents Shire staff and councillors | <ul style="list-style-type: none"> Shire staff and councillors |
| AWARENESS | |
| <ul style="list-style-type: none"> This is why the Shire of Harvey is an amazing place to live, work, study, visit, invest and do business in | <ul style="list-style-type: none"> Our collaborative approach and "can do" attitudes make The Shire of Harvey a really nice place to work. Here's why... |
| UNDERSTANDING | |
| <ul style="list-style-type: none"> Here's someone who is actively contributing to our community | <ul style="list-style-type: none"> We're proud to be a part of this. Here's why... |
| ACCEPTANCE | |
| <ul style="list-style-type: none"> Here's how you can get involved and support our community | <ul style="list-style-type: none"> How can we help you live an even better lifestyle? |
| RESPECT | |
| <ul style="list-style-type: none"> Thank you for helping to make the Shire an amazing place to visit | <ul style="list-style-type: none"> Thank you for making the Shire such a nice place to work |
| UNITY | |
| <ul style="list-style-type: none"> Together, we've created a hive of industry within one of WA's fastest growing Shires | <ul style="list-style-type: none"> Let's celebrate our staff's achievements together |
| ADVOCACY | |
| <ul style="list-style-type: none"> Thank you to everyone who is celebrating and supporting this | <ul style="list-style-type: none"> The Shire is a really nice place to work |

How we measure our return on investment

An effective communications strategy delivers our message in a cost effective way to the markets in which we are targeting. The Shire has 3 criteria of measurement for each communications channel:



REACH

The number of people we can potentially communicate with



RESULT

The outcomes we expect to achieve



COST

The allocation of funds to channels and resources to administer effectively

Platform analysis

The Shire will utilise a range of communications channels that fall under two overarching platforms:



ONLINE

Channels that utilise the internet and online based digital technologies.

- Website
- Email
- Facebook
- Instagram
- LinkedIn



OFFLINE

Channels that are delivered physically or experientially.

- | | |
|------------------------------|-------------------------|
| • Face to face | • Mail |
| • Volunteers and ambassadors | • Rates notice |
| • Council meetings | • Bushfire notice |
| • Advisory groups | • Animal renewal notice |
| • Activations/events | • Public documents |
| • Facilities and venues | • Surveys |
| • Being seen "doing" | • Entrance statements |
| • Uniforms | • Roadside banners |
| • School tours | • VMS boards |
| • Phone | • Vehicles |
| • Messages on hold | • Signs |
| • Noticeboard | • Tourism agencies |
| | • Visitor centres |

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