



WARRNAMBOOL
CITY COUNCIL

Communications Strategy 2017-2021



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Warrnambool City Council

Corporate Communications Strategy and Action Plan

Introduction

The Warrnambool City Council (WCC) Corporate Communications Strategy and Action Plan aims to support the vision, theme and objectives contained in the WCC Council Plan 2017-2021.

The vision for the municipality contained within the plan is for the municipality to be a “Cosmopolitan City by the Sea”. The theme or emphasis of the plan is to “grow pride and confidence in the city”.

The objectives in the Council Plan are for Council to:

- Sustain and enhance the natural environment;
- Foster a healthy city that is socially and culturally rich;
- Maintain and improve the physical fabric of the city;
- Develop a modern economy with diverse and sustainable employment; and,
- Practice good governance through openness and accountability.

It is envisaged the Communications Strategy will also support the long-term community plan, Warrnambool 2040, which is currently under development.

The Communications Strategy and Action Plan will help guide Council communication activities with internal and external audiences.

While at a formal level the Communications Strategy supports the Council Plan, there is an ongoing community expectation that Council provides regular information on its activities and operations to residents and visitors.

The community expects to be involved in major strategies and planning decisions that will have a significant impact on people or places within the municipality. To ensure the community is informed and involved in planning and decision-making the Communications Strategy supports Council’s Community Engagement Policy and its News and Social Media Policy. Also of relevance to the Communications Strategy is Council’s Customer Service Strategy which aimed to: increase accessibility for all customers; form quality relationships with the community; improve information systems and feedback circles; promote a customer service culture; and, implement appropriate performance measures.

Overall, this strategy aims to enhance communication between Council, the community, visitors to the region and Council staff.

The communications strategy describes how Council will:

- maximise its communications resources;
- provide consistency across communications;
- increase community awareness of its operations;
- maximise community engagement; and,
- deliver effective internal communications.

This communications strategy has the following objectives:

1. To keep the community updated and informed on Council activities and projects
2. To enable the community to become involved in key Council decisions and processes.
3. To help make effective choices in the use of Council resources
4. To further the objectives outlined in the Council Plan and the Warrnambool 2040 Plan.
5. To protect and strengthen Warrnambool City Council’s reputation.
6. To help promote Warrnambool and the Warrnambool region as a preferred destination to live, work, visit and invest

The benefits of communication

Effective communication provides a strong foundation on which Warrnambool City Council can more effectively involve and engage the community in decision-making.

A greater awareness of Council’s services assists in the provision of support across the community.

Celebrating the positive attributes of Warrnambool and the achievements of those who live here will help grow pride and confidence in Warrnambool.

Effective communication with the community can also help deliver the following:

- a positive reputation
- stronger relationships with stakeholders
- community support and involvement
- improved customer satisfaction levels
- a platform of strength from which to manage any crisis
- attraction of business and residents to the area
- improvement in staff morale and job satisfaction

Ways we communicate

At a formal level Council communicates with the community through its reporting processes including the development of Council Plans, Annual Reports, Budgets and a range of other long-term plans, policies and strategies.

It also communicates through newsletters, websites, social media, print material including posters and flyers, radio and newspaper advertising, news articles and corporate branding.

The effectiveness of Council's communications can be measured in a number of ways including via the annual Local Government Communication Satisfaction Surveys which measure the following:

- Community satisfaction with community consultation and engagement
- Community satisfaction with council decisions
- Community satisfaction with lobbying on behalf of the community

Effective communication with the community helps Council

with its decision-making and provides insights and feedback that may otherwise not be captured.

A number of the strategies and key directions contained in the Council Plan indicate a need for effective communications, marketing and community engagement.

All Council staff and Councillors have a role to play in communicating effectively internally and externally. Support for this is provided by Council's Communications Branch which comprises a communications manager, communications officer, graphic designer and website designer/multimedia producer.

Services provided by the Communications Branch include: branding; graphic design; design and support for corporate publications including the Council Plan, Annual Report and Council Plan; copy writing; website development and maintenance; editing and photography; video production; social media content and media management.

This Communications Strategy is supported by documents including the Council Branding and Style Guide, the News and Social Media Policy and the Community Engagement Policy.



Warrnambool – a demographic profile

Knowing the composition of the community influences the choice of communication tools that might be used to inform the community about an issue or a project.

The Warrnambool municipality

Area: 121sqkm
Population: 34,245*
Average age: 40
Males: 16,157 (48 per cent)
Females: 17,502 (52 per cent)
Aboriginal and Torres Strait Islanders: 556 (1.7 per cent)
Australian citizens: 29,788 (88.5 per cent)
Population density: 2.84 people per hectare
Number of dwellings: 15,188
Average household size: 2.36



Age structure - Service age groups

Warrnambool City - Total Persons (Usual residence)	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Service age group (years)							
Babies and pre-schoolers (0 to 4)	1,950	5.8	5.8	2,090	6.5	6.3	-140
Primary schoolers (5 to 11)	2,898	8.6	8.7	2,872	9.0	8.8	+26
Secondary schoolers (12 to 17)	2,591	7.7	7.4	2,820	8.8	8.4	-229
Tertiary education and independence (18 to 24)	3,127	9.3	7.9	3,170	9.9	8.1	-43
Young workforce (25 to 34)	4,061	12.1	10.9	3,737	11.7	10.5	+324
Parents and homebuilders (35 to 49)	6,184	18.4	18.1	6,313	19.7	19.8	-129
Older workers and pre-retirees (50 to 59)	4,413	13.1	13.9	4,081	12.7	14.0	+332
Empty nesters and retirees (60 to 69)	3,985	11.8	13.4	3,213	10.0	11.9	+772
Seniors (70 to 84)	3,466	10.3	11.1	2,929	9.1	10.0	+537
Elderly aged (85 and over)	969	2.9	2.7	803	2.5	2.3	+166
Total	33,644*	100.0	100.0	32,028	100.0	100.0	+1,616

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled by .id .

* The higher number is the Estimated Resident Population, which factors in an estimate of those missed in the Census and those who were overseas on Census night.

The major differences between the age structure of Warrnambool City and Regional VIC were:

- A larger percentage of 'Tertiary education and independence (18 to 24)' (9.3% compared to 7.9%)
- A larger percentage of 'Young workforce (25 to 34)' (12.1% compared to 10.9%)
- A smaller percentage of 'Empty nesters and retirees (60 to 69)' (11.8% compared to 13.4%)
- A smaller percentage of 'Seniors (70 to 84)' (10.3% compared to 11.1%)

From 2011 to 2016, Warrnambool City's population increased by 1,616 people (5.0%). This represents an average annual population change of 0.99% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Empty nesters and retirees (60 to 69) (+772 people)
- Seniors (70 to 84) (+537 people)
- Older workers and pre-retirees (50 to 59) (+332 people)
- Young workforce (25 to 34) (+324 people)

Other stakeholders

- Political representatives at the State and Federal level
- The news media
- Other Councils within the Great South Coast alliance of local government
- Interest groups such as business and sporting organisations
- Community
- Corangamite Regional Library Corporation
- Education providers including South West Institute of TAFE and Deakin University
- Visitors to the region
- Council branches and business units

The community's view

The annual Local Government Community Satisfaction Survey provides information about community perceptions on a number of communications-related areas of Council operation.

These include community consultation and engagement,

informing the community and lobbying on behalf of the community.

The community is asked how they rate each of these in terms of importance and are also asked to rate the Council's performance in these areas.

The survey shows the community places a high value on being informed about Council activities, on consultation and engagement and lobbying on behalf of the community.

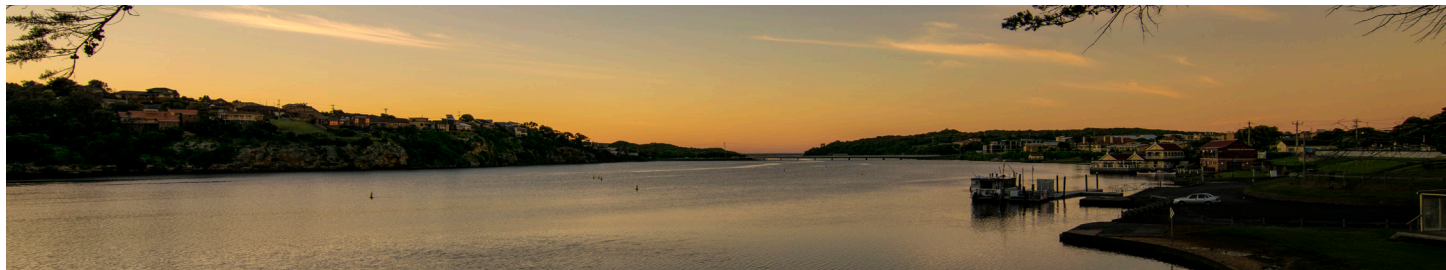
Priority area importance	2012	2013	2014	2015	2016	2017	2017 state average
Sealed local roads	Na	Na	Na	Na	Na	81	78
Elderly support services	Na	80	79	80	76	79	78
Emergency and disaster management	Na	Na	Na	Na	Na	79	80
Waste management	Na	78	80	78	77	77	79
Informing the community	Na	76	76	75	76	77	74
Family support services	Na	74	75	78	73	76	73
Population growth	Na	77	77	75	76	76	76
Local streets and footpaths	Na	77	78	79	77	76	77
Consultation and engagement	Na	74	74	77	74	75	74
Parking facilities	Na	74	76	75	75	74	70
Recreational facilities	Na	73	74	75	75	74	72
Business/community development/tourism	Na	73	75	76	76	73	67
Appearance of public areas	Na	74	77	76	77	73	74
Environmental sustainability	Na	72	73	73	71	73	72
Town planning policy	Na	72	73	75	72	71	72
Business and community development	Na	Na	Na	Na	Na	71	70
Tourism development	Na	Na	Na	Na	Na	71	62
Traffic management	Na	71	73	73	71	70	72
Lobbying	Na	71	71	72	68	70	69
Enforcement of local laws	Na	73	71	71	72	70	71
Planning and building permits	Na	71	74	70	69	68	72
Arts centres and libraries	Na	65	67	65	65	64	64
Community and cultural	N/A	62	65	65	64	63	61

Priority area performance	2012	2013	2014	2015	2016	2017	2017 state average
Appearance of public areas	N/A	82	77	77	76	74	71
Emergency and disaster management	Na	73	74	72	70	73	70
Arts centres and libraries	Na	78	77	76	74	72	73
Recreational facilities	Na	75	74	72	72	71	70
Elderly support services	Na	73	75	71	68	71	68
Waste management	Na	73	71	74	70	70	71
Community and cultural	Na	75	76	70	71	68	69
Tourism development	Na	Na	Na	69	71	68	63
Family support services	Na	72	73	68	67	67	67
Population growth	Na	67	66	64	66	67	52
Enforcement of local laws	Na	71	70	69	66	67	64
Business/community development/tourism	Na	70	70	58	65	64	61
Environmental sustainability	Na	68	67	65	63	63	64
Disadvantaged support services	Na	68	68	63	61	63	61
Business and community development	Na	Na	Na	54	58	62	60
Planning and building permits	Na	62	61	60	58	61	51
Traffic management	Na	65	62	62	57	61	59
Informing the community	Na	62	61	58	55	60	59
Lobbying	57	60	59	55	54	59	54
Town planning policy	Na	61	61	57	56	58	
Local streets and footpaths	Na	65	64	65	58	55	57
Consultation and engagement	56	58	58	50	51	55	55
Community decisions	Na	Na	Na	50	51	51	54
Sealed local roads	Na	Na	Na	53	49	49	53
Parking facilities	N/A	55	50	48	54	49	55

Another core performance measure assessed by the Local Government survey is “overall Council direction”. This measure is influenced to a large degree by the messages emerging from Council and perceptions around whether Council is functioning as a cohesive unit.

Core measure	Warrnambool 2013	Warrnambool 2014	Warrnambool 2015	Warrnambool 2016	Warrnambool 2017	2017 State average
Overall Council direction	53	48	38	46	59	53

An additional survey of the Warrnambool community carried out in early 2017 by the Communications Branch asked respondents how they found out about Council news and activities and also how they would prefer to find out about Council news and activities.

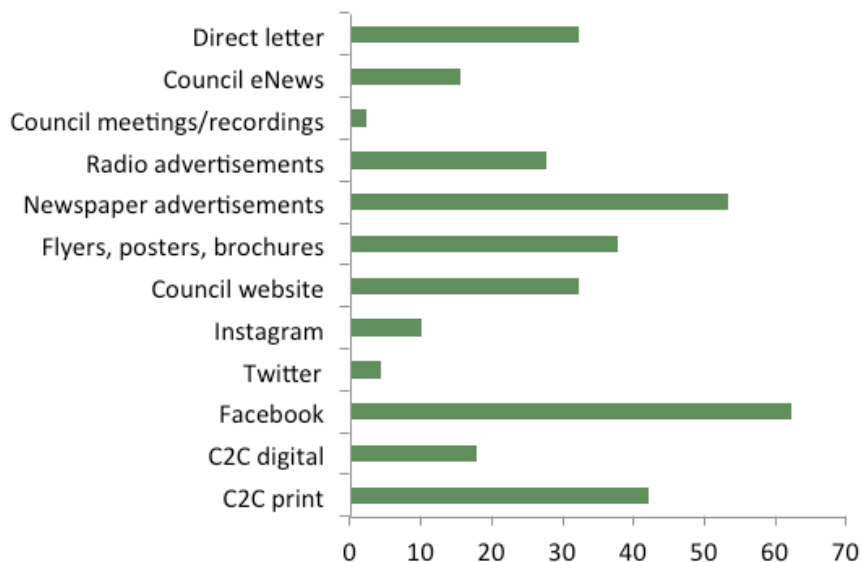


How Warrnambool residents source Council news



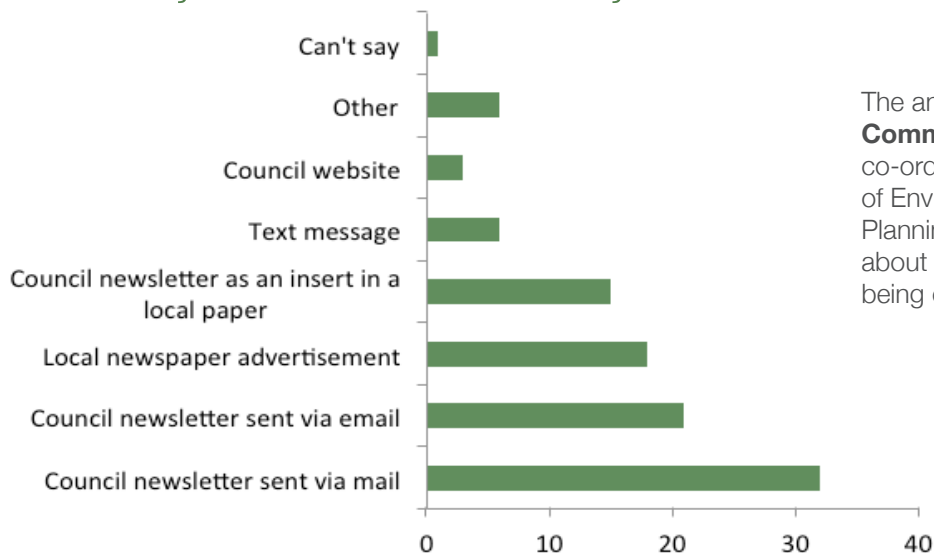
The acceptance of Facebook as a means through which Council information and news can be delivered is reflected in the findings of the annual Sensis Social Media Report.

Preferred source of Council news



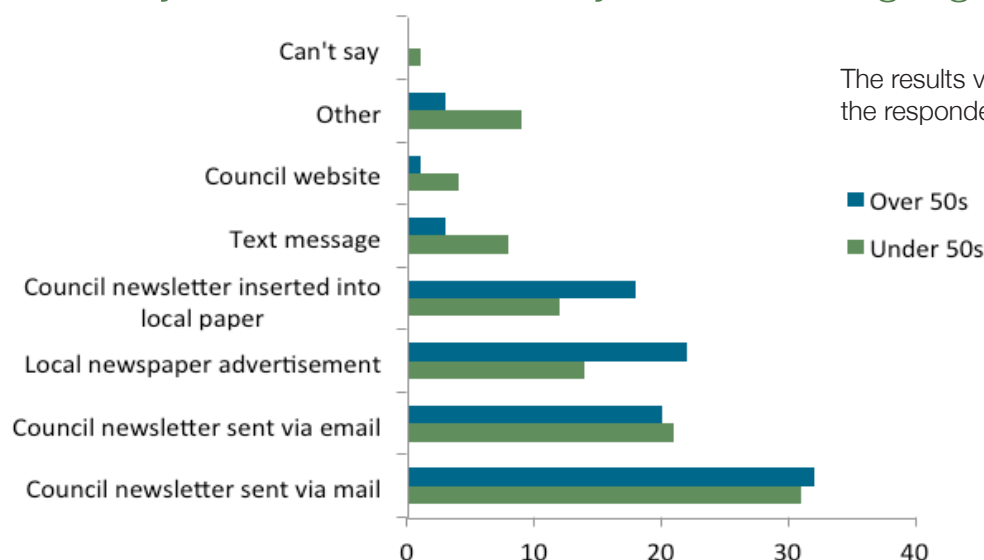
The survey asked respondents how they preferred to receive their news from Council. Omitted from this question were newspaper stories and radio stories. Council does not have control over news stories which appear in print and on air.

Best way to be contacted by Council



The annual **Local Government Community Satisfaction Survey** co-ordinated by the Department of Environment, Land Water and Planning also asks respondents about their preferred method of being contacted by Council.

Best way to be contacted by Council - age groups



The results varied depending on the respondents' ages:

■ Over 50s
■ Under 50s

Notes on the survey findings and communication trends

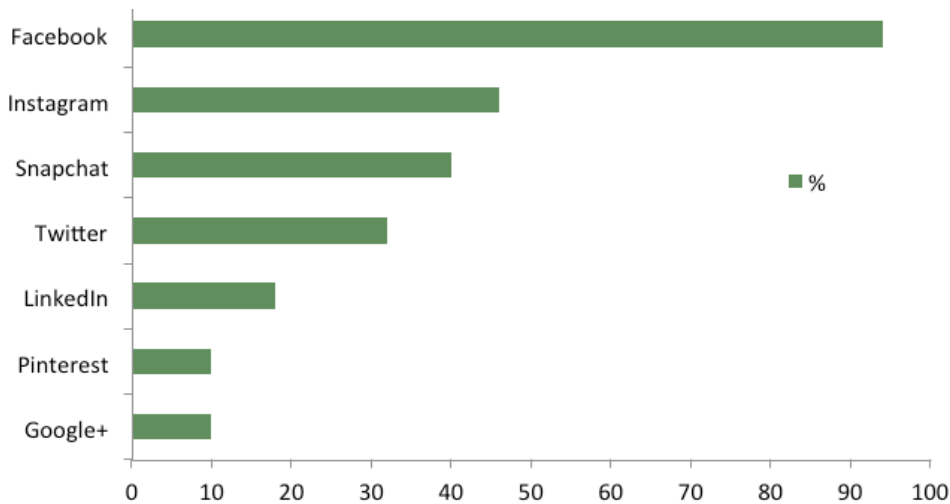
Print media in Warrnambool has retained a significant presence alongside the rise of social media. In general, the print circulation of regional newspapers has declined at a slower pace than metropolitan-based newspapers. Newspapers now measure their reach by readership that combines print and online views, rather than by print circulation. The surveys indicate that the printed version of local daily newspaper, The Standard, remains an important source of Council information for residents, through both newspaper articles and advertisements.

However, the Council survey reveals an increasing acceptance and preference for news to be delivered via Facebook while the survey of Local Government by DELWP indicates that receiving Council news via text message is preferred by eight per cent of those aged under 50 compared to just three per cent of those aged over 50.

While a newsletter sent in the mail remains a preferred means of contact, across the state this is a declining trend (five per cent drop from 2016 to 2017).

Each year the Sensis Social Media Report provides an insight into the trends and online habits of Australians. The 2017 report revealed that 84 per cent of Australians access the internet daily and of those 56 per cent use the internet more than five times daily and 79 per cent use social networking sites. Facebook remains the dominant social media platform (see graph below) followed by Instagram. Rising quickly in popularity is Snapchat.

Platforms used by those on social media



Different age groups have different social media preferences. As an example, the Sensis report found that 77 per cent of internet users aged 18 to 29 years use Snapchat compared to 10 per cent of those aged 50 to 64.

Principles of effective communication

In producing materials for publishing in print and online the following principles assist in maintaining effective two-way communication with the community:

Clarity

Messages should be simple, straightforward and easily understood. Jargon and acronyms should be avoided where possible.

Relevance

Messages should have value for the recipient. Relevant information helps residents remain engaged with Council.

Responsiveness

Effective communication involves listening. When Council issues information it should also be receptive to the possibility of a response. It is important that feedback on all issues is encouraged and processed; a community that is listened to

will be more enthusiastic about engaging with, and providing feedback to, Council.

Variety

Different sections of the community are reached via different communication vehicles. The more options used to reach people the greater the likelihood they will receive information from Council.

Consistency

Council messages and branding need to be consistent to build credibility and a positive reputation.

Review

The only accurate way of knowing if your communication is good or not is to evaluate its effectiveness (and the best way to do that is to set a goal for each one and then evaluate if it has been achieved)



How we reach out to our community and other stakeholders

Printed newsletter – C2C

Council currently produces 11 editions annually of its eight-page A4 newsletter.

The newsletter is made available at Council sites including the Civic Centre, Archie Graham Community Centre, Aquazone and Flagstaff Hill. It is also inserted into the widely circulating Saturday edition of The Standard newspaper.

The benefits of the newsletter include being able to provide news items to residents that local media may not be interested in covering; being able to run news unedited by newspaper, TV and radio journalists.

The newsletter is costly to produce and distribute compared to electronically published information.

The 2017 communication survey by Council revealed that C2C had a broad readership but connected particularly well with those aged over 50 years.

Of the 55 respondents who said the printed newsletter had a useful mix of information and who identified their age group, 62 per cent were aged over 50 years.

The survey showed there remained a preference for a monthly printed Council newsletter instead of a quarterly newsletter inserted into the rates (of those answering this question, 65 per cent of did not want a quarterly newsletter). Currently 10,500 copies are distributed via the Standard and through the Civic Centre, Archie Graham Community Centre, Aquazone and Flagstaff Hill Maritime Village.

The distribution via the widely circulated Saturday edition of The Standard remains a cost-effective means of disseminating the newsletter and provides savings against the alternative of sending the newsletter via post.

Website –

www.warrnambool.vic.gov.au -

and other websites

Council is required under the Local Government Act to maintain a website and to display documents on the website including the annual report, budget and Council Plan.

Any public notice required to be given by the Council must be published on the website.

In addition to meeting legislative requirements Council's website provides an opportunity to provide a wide range of useful information to residents.

A well-designed website provides a credible source of permanent information and helps build an identity.

While social media can tell someone what an organisation is doing at that moment a website will tell people what an organisations offers all the time, what it stands for and what it's about.

Council's website provides a conduit through which customers can "chat" directly to staff and it also provides residents with an opportunity to conduct Council business online such as paying for rates, pet registration and infringements.

Council has also built a range of dedicated websites to support Council owned and managed enterprises and services including: AquaZone, Flagstaff Hill, Surfside Holiday Park and the Lighthouse Theatre.

To remain effective and secure, websites requires constant monitoring and updating.

Facebook

Facebook is the globally dominant social media platform.

According to findings of the Sensis Social Media Report of 2017, of the 79 per cent of Australians who used social media, 94 per cent used Facebook.

The report also found that Facebook is used by at least 90 per cent of people across all gender, age and location segments.

Along with an ability to share text, video and photographs, Facebook also provides a live-streaming platform Council has used to share and/or promote Council events and activities.

Council runs several Facebook pages. The main Council Facebook page has received 3,418 likes (October 2017).

Twitter

Twitter provides a simple, quick and effective way to get important messages out quickly. It delivers pictures, video and links to websites. Council has 3,646 Twitter followers (October 2017)

Instagram

This platform connects Council to a younger audience – 81 per cent of internet users aged 18 to 29 years use Instagram.

This platform provides an effective means of disseminating beautiful images of Warrnambool.

Council has 5,028 followers on Instagram (October 2017).

Other social media platforms

Council has a YouTube account which has 148 subscribers. The 145 videos have received total views of 284,012 (October 2017).

Newspaper advertising

Council is required to place public notices in the newspaper for Council activities including Council meetings, the annual report and expressions of interest.

Printed promotional material - posters, flyers, brochures

Council produces a variety of printed material to promote initiatives, activities and services.

The quarterly rates notice provides an opportunity for inserting printed information into rates notices is a cost-effective way to reach in excess of 15,000 homes.

Advocacy

Council produces printed material to support its advocacy efforts. These are provided to stakeholders and potential funding bodies.

Media releases

Local media is interested in the goings-on of local **government and media releases provide a mutually beneficial means of providing media outlets with news while informing the community about Council activities and decisions.**

Unpaid media exposure (sometimes driven by a Council, other times initiated by the media) of newsworthy stories may provide access to a larger audience – or a specific niche audience.

Mass SMS and digital newsletters

Council uses text messages and produces an e-newsletter to inform subscribers about Council activities and decisions.

Email signatures

Council uses graphic email signatures to promote events and activities.

Sponsorships and grants

Council provides funding and sponsorship to many groups, organisations and events. Opportunities exist for Council's support to be acknowledged by recipients.

Customer Service

Warrnambool City Council places considerable emphasis on providing helpful customer service.

Guidance for this is provided through Council's Customer Service Charter.

Signage

Councils are prolific users of signs from street signs and parking signs to destination and traffic guidance signs.

Roundabout banners and highway flags

Council uses banners at roundabouts to promote events and activities. These are also available for community use.

The intersection of Raglan Parade and Liebig Street features 16 flagpoles on which flags are displayed for season or annual events such as the Fun4Kids Festival, Deakin University events or the May Racing Carnival.

Community Noticeboards

Council also provides noticeboards along main entrances to the city in which community groups and Council can display information for residents and visitors.

Events

Council provides or supports a range of activities open to the community and to visitors to Warrnambool.

A number of events are aimed at enhancing the experience of Warrnambool for residents and/or visitors – such as the Fun4Kids Festival. Other events are established as engagement activities bringing a dual purpose, such as the Active Hub events where residents are given opportunities to take part in fun outdoor activities while providing feedback on a Council initiative.

Speeches and presentations

The Mayor, Councillors and senior Council staff are often provided with an opportunity to speak or present at meetings, conferences and workshops.

Corporate publications – eg annual reports, budgets, strategic plans

The annual report provides the community with a legislatively required summary of the year's activities, achievements and a comprehensive description of financial performance.

The report is structured according to guidelines released by Local Government Victoria.

It also includes details on Council's performance against criteria within the Local Government Performance Reporting Framework. The Local Government Performance Reporting Framework allows residents to see how the Council is performing compared to other councils of a similar size.

Direct mail

Council writes regularly to groups of residents, particularly in relation to capital works projects that may have a short-term impact on access to nearby roads and footpaths.

Public meetings

Council meetings provide an opportunity for the community to view Council decision-making. The community also has an opportunity to put questions to Council at the open meetings.

Uniforms

A number of Council staff wear a uniform or elements of a uniform that identify them as Council employees.

Outdoor staff in particular are identifiable as Council staff and this provides an opportunity for residents to see that Council staff are at work maintaining the city's appearance and facilities.

Vehicle livery

Vehicles used by Local Laws staff and parks and gardens staff are branded with the Council logo and help provide a visible Council presence in the community.

On-hold messages

Council's on-hold messages provide information about Council services and events.

TV monitors and displays

Council has a number of monitors which display or have the potential to display information events, activities and attractions within Warrnambool. These include monitors at the Civic Centre, Aquazone and Flagstaff Hill Maritime Village.

Internal communication

Council prepares and circulates several staff newsletters. Information is also shared via an intranet.

Stationery

Letters, envelopes and business cards have Council branding.

Merchandise

Council from time to time will produce promotional items to give away that contain Council branding or which promote a Council activity or project.

Branding and style guide

The Communications Branch is responsible for ensuring that published materials correctly display Council's branding.

The logo was developed more than 15 years ago. The integrity of the logo's shape and design remains although some modification to the colours has been introduced in recent years to ensure the logo does not become dated. The accompanying brand guide provides a comprehensive set of instructions on how the guide is to be used.

Media interactions

The news media is a critically important communication conduit and working professionally with the media can provide great benefits to the community.

Council issues in excess of 100 media releases annually and responds to in excess of 500 media inquiries annually. To help ensure a balanced viewpoint is presented it is useful for each Council to have protocols for dealing with the media. Council's News Media and Social Media Policy provides a guide for staff and Councillors.

Evaluating the impact of Council communications

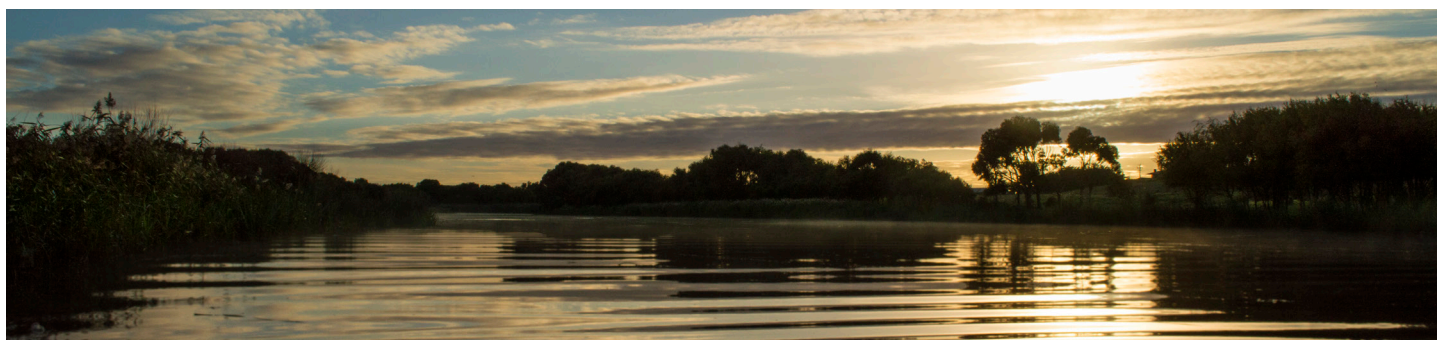
Effective communication needs to be constantly evaluated.

Social media is evolving rapidly as the reach and influence of traditional media declines.

Using online analytical tools or the engagement tools associated with each form of social media provides Council with insights into the engagement and reach of social media activities.

The annual Local Community Satisfaction Survey provides an indication of Council's efforts in relation to communication, community engagement and advocacy.

Asking attendees or participants at Council-run activities how they found out about the activity, their media habits and general awareness of Council communication vehicles can also provide useful feedback.



What we will do – the Action Plan

1. To increase the level of effective, two-way communication with our community

Action	Focus of effort	Target date	Measure
1.1 Support engagement activities around Council projects and initiatives	Liaising with colleagues to develop supportive communications materials.	Ongoing	Participation and/or engagement targets
1.2 Evaluate the need to produce communications materials which ensure Culturally and Linguistically Diverse (CALD) groups of residents are effectively reached.	Investigate whether some communications materials relating to Council services require translations or other treatment to ensure they are reaching the required audience. Monitor Census data relating to languages spoken in the municipality.	Ongoing	If required essential documents will be produced in other languages.
1.3 Assist with mapping project to display Council project locations and updates	Work with other directorates to create an online map through which residents can find out about projects and their progress.	June 2018	Completion of map and usage by residents.

2. To keep the community updated and informed on Council activities and projects

Action	Focus of effort	Target date	Measure
2.1 Inform the community about council activities through newsletters, public notices and Council websites	Primary website; primary social media pages	Ongoing	Engagement levels within a growing audience.
2.2 Review the content of The Things We Do booklet which outlines Council's core services and activities.	First edition of this document was produced in early 2017. Aims to provide an overall picture of the services provided by Council. Likely to require updating as programs and services change over time.	June 2018	Revised production of booklet when required.

3. To help make effective choices in the use of Council resources

Action	Focus of effort	Target date	Measure
3.1 Review Council websites to ensure compliance with the Australian Government's website accessibility guidelines.	Web design.	June 2018	Compliance with accessibility guidelines
3.2 Assist with production of Corporate documents required under State legislation including the Annual Report, Council Plan and Budget.	Budget; Council Plan 2018 revision; Annual Report.	June to September 2018	Compliance with legislative requirements.

3.3 Where appropriate cross-promote Council print and digital news and information.	Digital website content can, where appropriate, be used across range of social media channels to ensure consistent messages.	Ongoing	Engaged social media audience.
3.4 Review and update Council's branding and style guide.	Update current branding and style guide	December 2018	Completion of guide
3.5 Review the effectiveness of Council's social media	Review engagement across social media platforms, consider additional channels where justified based on increasing the audience reach.	June 2018	Engagement levels within a growing audience/followers.

4. To further the objectives outlined in the Council Plan and the Warrnambool 2040 Plan

Action	Focus of effort	Target date	Measure
4.1 Support efforts to reduce the spread of litter (Item 1.1.5 in the Council Plan)	Graphic design materials, messaging around littering.	Ongoing	Production of material to support litter control
4.2 Provide communications support to promote Council services and facilities such as Aquazone, Lighthouse Theatre, South-West Victorian Livestock Exchange, Flagstaff Hill Maritime Village (item 2.1.5 in the Council Plan)	Graphic design, website updates, media releases where required.	Ongoing	Up-to-date material provided to support these Council business enterprises.
4.3 Provide communications support for major projects including the City Centre Renewal.	Produce communication materials which support engineering efforts and the Business Support Package.	November 2018	Production of material to support renewal delivery.
4.3 Provide communications support for issues on which the Council decides to advocate on behalf of the community	Communications documents to be produced.	Ongoing	Acceptance of documents by MEG and Council.

5. To protect and enhance Warrnambool City Council's reputation.

Action	Focus of effort	Target date	Measure
5.1 Continue to issue timely media releases to promote council services and initiatives.	Graphic design materials, messaging around littering.	Ongoing	Production of material to support litter control
5.2 Continue to respond in a timely manner to inquiries from the media.	Graphic design, website updates, media releases where required.	Ongoing	Up-to-date material provided to support these Council business enterprises.
5.3 To ensure that print and digital promotional material is of a high standard	Produce communication materials which support engineering efforts and the Business Support Package.	November 2018	Production of material to support renewal delivery.
5.4 Develop a suite of templates with corporate branding to assist Council staff produce printed items that do not require professional printing.	Communications documents to be produced.	Ongoing	Acceptance of documents by MEG and Council.

6. To promote Warrnambool and the Warrnambool region as a preferred destination to live, work, visit and invest;

Action	Focus of effort	Target date	Measure
6.1 Continue to support the work being done within the Visitor Economy Branch.	Projects arising including production of materials to help promote events.	Ongoing	Promotional materials produced that meet the expectations of the Visitor Economy Branch.
6.2 Continue to support the work of the City Growth directorate including the Business Support Package for city centre businesses	Production of materials that help promote take-up of elements within the Business Support Package.	Ongoing until completion of City Centre Renewal.	Promotional materials produced that meet the expectations of the Economic Development Branch.
6.3 Support the Visitor Economy Branch in the production of a video promoting Warrnambool as a destination	Technical and creative aspects of video production.	2018	Production of video for social media and television audience.

