

# COMMUNICATIONS & MARKETING STRATEGY 2019-2021



Creating better  
connections between  
Council and its  
communities





# TABLE OF CONTENTS

1.0 About Golden Plains Shire.....	3
2.0 Introduction to the Strategy .....	3
2.1 The objective.....	3
2.2 The guiding principles .....	4
2.3 How Council communicates.....	4
2.4 The importance of strong communication .....	4
3.0 What Council heard from the community .....	5
3.1 A demographic snapshot of survey participants .....	5
3.2 Key community findings.....	6
3.2.1. How the community wants to receive information.....	6
3.2.2. Where the community finds us on social media.....	6
3.2.3 What the community thinks of Council's website .....	6
3.2.4 Types of information the community values most .....	6
3.2.5 Suggestions for improvements .....	6
4.0 Strategic Pillars.....	7
4.1. Strategic Pillar 1: Using communications to build trust and increase Council's standing in the community.....	7
4.2 Strategic Pillar 2: Connecting people with the information they need (and want).....	9
4.3 Strategic Pillar 3: Celebrating and connecting local communities.....	11



# 1.0 About Golden Plains Shire

Golden Plains Shire boasts a population of more than 20,000 people across 56 vibrant rural communities. Well positioned between two of Victoria's largest regional cities, Geelong and Ballarat, and within easy reach of the State capital, it's no surprise the Shire is among the fastest growing regional Local Government Areas in Victoria.

Golden Plains is wonderfully unique and steeped in gold mining history. With sweeping landscapes, award-winning businesses and rugged bush landscapes, as well as historic townships and growing communities, the Shire is a wonderful place to live or visit.

Residents value the character of Golden Plains' small townships and communities, and are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast. Golden Plains offers many opportunities for businesses, investment, sustainable development and employment, especially in agriculture, construction and real estate. Golden Plains proudly produces a significant portion of Victoria's agricultural produce, including 21% of Victoria's eggs, 11% of poultry, 5% of Victoria's pigs as well as goat dairy.

For visitors, the Shire's more popular destinations are associated with food and wine, such as the impressive Moorabool Valley Taste Trail, bustling Golden Plains Farmers' Market and beautiful townships such as Inverleigh and Meredith. Day-trippers are often drawn to the Ballarat – Skipton Rail Trail and Golden Plains Arts Trail, as well as the natural beauty of the Brisbane Ranges National Park, Enfield State Forest and Moorabool River. The Meredith Music Festival and Golden Plains Festivals draw thousands of visitors to our region every year as well.

## GOLDEN PLAINS: DEMOGRAPHIC PROFILE

Area:	2,701sqms
Population:	22,574
Median age:	39
Males:	50.8%
Females:	49.2%
Aboriginal and Torres Strait Islanders:	2018
Australian citizens:	19,839
Population density:	0.08
Number of dwellings:	8,342
Average household size:	2.8 people

## 2.0 Introduction to the Strategy

The Golden Plains Shire Council Communications and Marketing Strategy 2019-2021 ('the Strategy') aims to better connect communications and marketing efforts with the needs of the Council and of the community.

The Strategy will ensure communications to both internal and external audiences are aligned to the key priorities and Strategic Directions of the Council Plan 2017-2021.

The Strategy will also keep local residents, business-owners and other stakeholders better informed of Council activities and operations, and more engaged with what is happening in the Shire, by addressing key themes and feedback provided through community consultation.

### 2.1 The objective

---

*To help build a stronger connection between Golden Plains Shire Council and its diverse communities through informative, engaging communications and conversations that promote trust and support Council's vision of a 'healthy, safe, vibrant, prosperous and sustainable community'.*

---

## 2.2 The guiding principles

The communication and marketing activities outlined within the Strategy will be underpinned by the guiding principles:

<b>Transparency</b>	• Council is open and honest in our communication efforts
<b>Value</b>	• Council provides information that is useful to our audiences, in a useful way
<b>Diversity</b>	• Council's communications reflect the diverse wants and needs of our diverse audiences
<b>Simplicity</b>	• Council uses straightforward, easy-to-understand language
<b>Accessibility</b>	• Council communicates in different ways to reach as many people as possible
<b>Listening</b>	• Council encourages two-way communications and foster opportunities for feedback and input
<b>Considered</b>	• Council uses its available resources in a purposeful way to achieve the best result possible

## 2.3 How Council communicates

This Strategy recognises the critical nature of Council's communication obligations set out by relevant State legislation, which includes the development of Council Plans, Annual Reports, Budgets, and other plans, policies and strategies. The development of these communication materials, and efforts to share them with the community, are therefore a high priority.

Council is also committed to ensuring the community is provided with regular, less formal updates about what is happening within the Golden Plains Shire, and kept informed about important Council services, activities and operations.

Council communicates news and updates through a variety of different channels including Council's website, print and online newsletters, local media, and social media. Maintaining diverse range of communication options meets the needs of Council's broad audience and an emphasis on inclusive engagement with older and isolated residents.

## 2.4 The importance of strong communication

Strong communication supports stronger connections between Council and its diverse communities. These connections help ensure the voice of the community is captured in Council planning and decision-making.

Making the community more aware of the important services provided by Council, and how to access these services, also helps to promote the overall health, safety and prosperity of the Shire and its residents.

Council's commitment to deliver effective, timely and relevant communications to the community will help to:

- Promote social inclusion and community cohesion
- Increase community engagement and participation
- Improve Council decision-making and service delivery
- Increase resident, visitor and stakeholder satisfaction
- Build a positive reputation for the Shire
- Attract business and residents to the area
- Improve staff engagement and job satisfaction.

# 3.0 What Council heard from the community

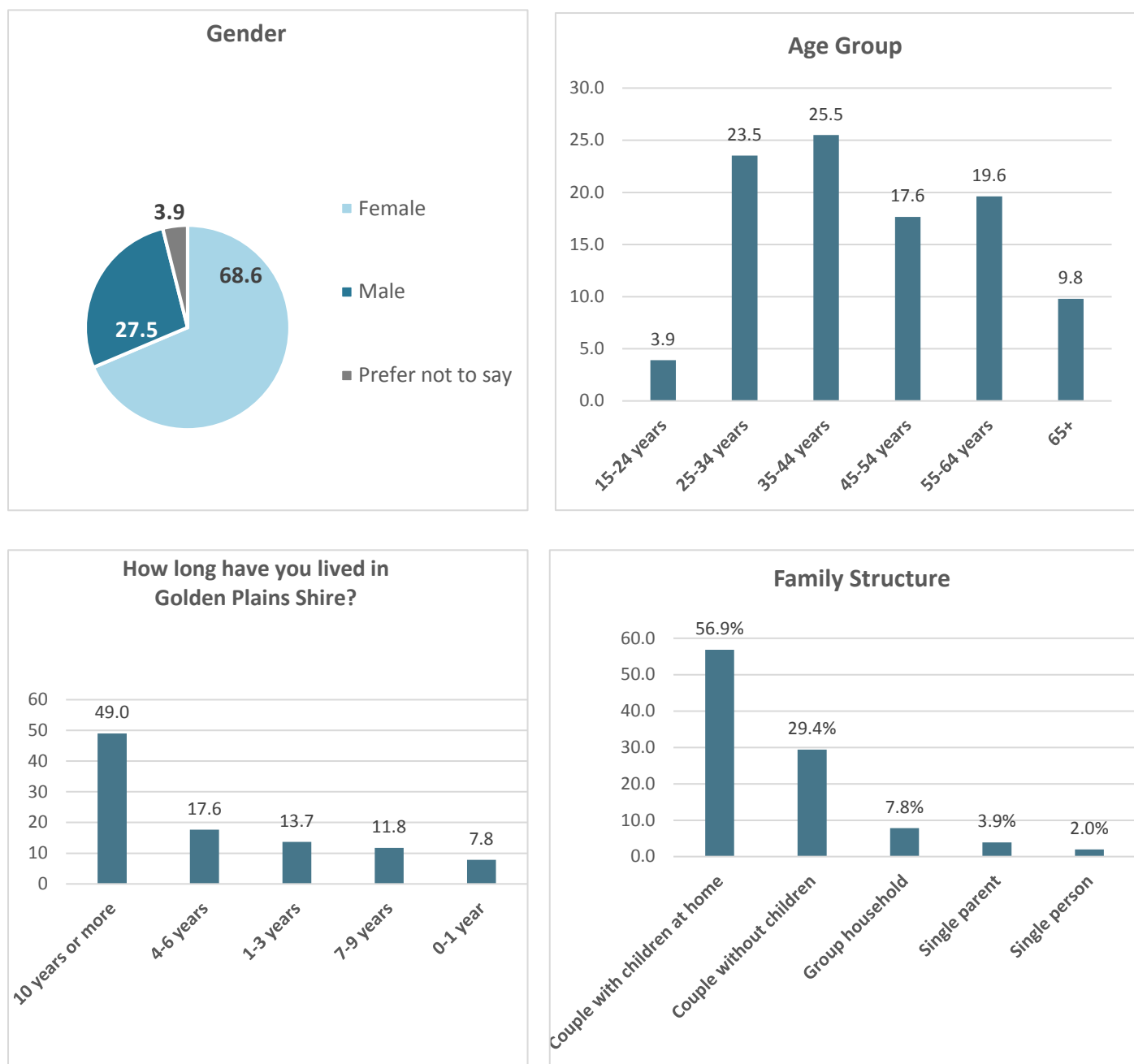
To ensure the voice of the community was reflected in this Strategy, Council undertook a six-week community engagement program. The purpose of the program was to identify how Council’s audiences prefer to receive information; what types of information is most valued; and how Council can improve its future communications and marketing efforts.

The engagement program included the following engagement activities and participation rates:

- |  |                           |
|--|---------------------------|
| • Community survey                               | 51 participants           |
| • Bannockburn and Smythesdale Conversation Posts | 73 participants           |
| • Staff survey                                   | 53 participants           |
| • Staff workshops                                | 38 participants           |
| • Councillor briefing and workshop               | 6 Councillor participants |
| • Youth workshop                                 | 11 participants.          |

*(Community workshops in the north and south of the Shire were planned but were cancelled due to no response.)*

## 3.1 A demographic snapshot of survey participants





## 3.2 Key community findings

A summary of findings from the Strategy Community Engagement Report are summarised below:

### 3.2.1. How the community wants to receive information

Most people had fairly similar responses when asked which information channels were most important to them. Social media and the *Gazette* were in the top three choices for participants across all engagement activities, with friends and family also highly important sources of information for community members and young people.

Most community respondents read the *Gazette*, and they generally agree that publishing six issues a year met their needs.

Mixed feedback was received about the value of video content, however 61% of survey respondents did express interest in watching videos presented by staff subject matter experts.

Regional newspapers were consistently viewed as being of low importance, with the *Miner* being more important to participants in our conversation posts than those who answered our community survey. Note: Since the community engagement process, the *Miner* has been purchased by a new company with new editorial leadership delivering the *Golden Plains Times* with increased advertising, distribution and readership.

### 3.2.2. Where the community finds Council on social media

Approximately 80% of all engagement participants (community, staff and Councillors) follow Council on one or more social media channel, with Facebook being the most popular platform.

According to our community survey, 80% of respondents follow the Golden Plains Shire Council Facebook page, and a further 41% follow the new Mayor Facebook page; showing the new page is valued, but has room to grow.

Council's LinkedIn and Twitter profiles were more popular with Council staff than with community members.

### 3.2.3 What the community think of Council's website

Responses to the community survey, as well as recent website statistics (showing a 35% increase in website visits last year) indicate that the Council website is a well-utilised destination for news and updates, with around half the community visiting the website in the past month, and more than 85% visiting in the past 12 months.

Around two-thirds of community survey respondents believe the Council website is informative and useful, however opinions were more divided when asked specifically about the useability of the homepage.

### 3.2.4 Types of information the community values most

The following four items were consistently nominated as most important to participants across all engagements:

- Community events and activities
- Infrastructure news
- Community engagement opportunities and updates
- Council and corporate news.

The responses were slightly different for younger audiences, with youth respondents valuing information on career opportunities for young people, youth events, arts and culture and citizen recognition.

### 3.2.5 Suggestions for improvements

A key aspect of Council's engagement activities was asking for community suggestions for how we can improve our communication and information delivery efforts. Suggestions included:

- Improvements to website useability and navigation
- Additional digital resources, such as text, online chat, podcasts and video conferencing
- Providing more in-depth information, not just high-level news
- More information on rates and services, and opportunities for involvement and integration into the community.

## 4.0 Strategic Pillars

### 4.1. Strategic Pillar 1: Using communications to build trust and increase Council's standing in the community

Strong, genuine connections are built on a platform of trust, and are reliant on honest and open communications. Councils seeks to foster these connections between Council and the community by being the source of truth for Council news and information, and by always communicating in a truthful and timely manner.

#### [Link to the Council Plan 2017-2021](#)

This Strategic Pillar will help support the Council's strategic objective of 'delivering good governance and leadership' and its efforts to 'increase trust, ensure open and transparent good governance and active engagement through Council planning and decision making in the long-term interests of the community'.

#### 4.1.1 What Council heard

Community engagement efforts showed that the Golden Plains Shire community wants us to:

- Be truthful and accurate when we talk to them
- Tell them the whole story, not just the highlights
- Show our faces more, and engage directly with the community
- Listen.

#### From the community:

*"Do not hold the truth from the ratepayers; we don't want to get the edited, popular edition."*

#### 4.1.2 What Council will do

ACTION	DETAIL	TIMING
Show where and how Council is listening to the community	Promote upcoming opportunities for community engagement including Council Meetings and timely communication of Council Meeting agendas	Year 1 and ongoing
	Communicate where and when the community can access formal Council documentation that incorporates and/or demonstrates their feedback i.e. Council plans, strategies, reports	Ongoing
	Close the loop on community feedback, by showcasing where and how it has been used in planning and decision-making	Ongoing
Be Council's own newsroom	Update the Council newsfeed on a regular basis to reflect what is happening in the Shire	Ongoing
	Promote the website news feed via other Council communication channels i.e. social media to drive visitation	Ongoing
	Establish the Council website news feed as the 'place to go' to find out what is happening in Golden Plains Shire.	Year 1 and ongoing
	Review and update the website home page to give prominence to Council news and search functionality	Year 1

<b>Tell the whole story, warts and all</b>	Provide honest, timely information to the community on matters of relevance to them, regardless of whether it is a 'good' or 'bad' news story	Ongoing
	Monitor social media and other feedback channels to identify potential areas of confusion or concern in the community, and address these in future communications	Ongoing
	Develop a Crisis Communications Plan to help facilitate prompt delivery of accurate, consistent information should an issue arise	Year 2
<b>Build trust by showcasing Council expertise and capability</b>	Develop case studies that showcase key Council operations and demonstrate how Council does what it says it will	Year 2
	Create short videos featuring Subject Matter Experts that explain complex and technical information	Year 3
	Profile Council staff in communication activities	
	Explore new opportunities to connect Council directly with the community i.e. interactive 'ask me anything' sessions on social media	Year 3
<b>Develop strategic communications plans and campaigns</b>	Increase understanding and appreciation of Council's lobbying and advocacy including role in G21 and Central Highlands Regional Partnership	Year 1
	Develop and deliver communications campaign on Priority Projects	Year 1
	Develop and deliver communications campaign on infrastructure and project delivery particularly works and sport and recreation	Year 2
	Develop and deliver communications campaign on Council services, particularly child services, aged services, youth services, health and well being	Year 2
<b>Explore new ways to deliver information and connect the community with Council</b>	Produce explanatory videos and podcasts (audio files) featuring Council subject matter experts	Year 2
	Facilitate time and cost-effective opportunities for Council staff to create videos and podcasts (audio files) on topics of interest and importance to the community	Year 3

## 4.3 How Council will measure success

Key measures to evaluate the effectiveness of the above activities include:

MEASURE	GOAL	TARGET DATE
<b>Local Government Community Satisfaction Survey</b>	Increase 'Community consultation' core measure score to 54 (up from 50 in 2018 and 48 in 2017)	2021
	Increase 'Advocacy' core measure score to 54 (up from 51 in 2018 and 46 in 2017)	2021
<b>Website analytics and engagement metrics</b>	Increase website visits by 30% (up from 323,755 page views for year ending 30 June 2018)	June 2021
<b>Social media metrics</b>	Increase to 2 million impressions across social channels (up from 1.6 million impressions across social channels in year ending 30 June 2018)	June 2021



## 4.2 Strategic Pillar 2: Connecting people with the information they need (and want)

Council's is committed to making sure it provides the best possible service and support to the community, and sharing information is a critical part of this. Council wants to connect with as many people in the community as possible, and believe the best way to do this is to meet them where they are, as much as possible.

Information sharing is often a balancing act, and Council wants to get the balance right between telling the community what they need to know, as well as what they want to know. It is also valuable to balance the needs of Council and of the community, working together to achieve the best result.

### Link to the Council Plan 2017-2021

In connecting people with the information they need and want, Council can help promote healthy and connecting communities – a key theme of the Golden Plains Shire Council Plan 2017-2021.



### 4.2.1 What Council heard

People want us to deliver information that's relevant, in an easy, timely and useful way that's convenient to them.

In practice this means:

- Sharing information about what's happening in the community, what the Council is doing and how residents can get involved
- Delivering clear and concise information that is easily understood and easily consumed, and
- Using the community's preferred communication channels, such as social media (especially Facebook) and the *Gazette*.

#### YOU SAID:

*"Let us know what is going on, keep us updated and let us be involved in decisions that impact our community."*

### 4.2.2 What Council will do

ACTION	DETAIL	TIMING
<b>Align content development to community feedback and insights</b>	Review and develop content that is clear, consistent and accurate	Ongoing
	Continue to produce six issues of the <i>Gazette</i> each year	Ongoing
	Increase information shared about key topics of interest: community events and activities; Infrastructure news; community engagement opportunities and updates; and Council and corporate news	Year 1
<b>Facilitate greater self-service of information</b>	Promote Council's website and social media platforms as primary sources of community information	Ongoing
	Educate audiences on where and how to can find the latest Council information	Year 1
<b>Improve efficiency and effectiveness of digital channels</b>	Build social media followers to ensure timely delivery of information to maximum online audience (Facebook as a priority)	Year 1
	Align social media focus to community preferences - consider future of Twitter account; consolidating Golden Plains Shire and Visit Golden Plains Facebook pages; and refocussing LinkedIn engagement towards business and corporate stakeholders	Year 1
	Progress social media actions from 2017-18 digital communications report (internal document)	Years 1 and 2

	Develop a social media content strategy aligned to community audience segments and channel and content preferences	Year 2
<b>Incorporate current and future community feedback into resourcing decisions</b>	Prioritise resourcing for digital content, especially the website	Ongoing
	Repurpose existing news stories for media, while maintaining quality standards for reactive media enquiries	Year 1
	Consider how comments received via social media can inform decision making	Year 2
<b>Protect information accessibility by maintaining a balance of print and digital channels</b>	Continue to respond to traditional media requests in a timely manner	Ongoing
	Complement the print version of the <i>Gazette</i> with a digital version	Year 1
	Run an opt-in email address campaign to facilitate direct delivery of Council news including the digital eGazette	Year 1

### 4.2.3 How Council will measure success

Key measures to evaluate the effectiveness of the above activities include:

MEASURE	GOAL	TARGET DATE
<b>Local Government Community Satisfaction Survey</b>	Increase 'Community consultation' core measure score to 54 (up from 50 in 2018 and 48 in 2017)	2021
<b>Website analytics and engagement metrics</b>	Increase website visits by 30% (up from 323,755 page views in year ending 30 June 2018)	June 2021
<b>Social media metrics</b>	Increase engagement across all platforms, including: @GoldenPlainsShire Facebook: increase to 5,000 followers (up from 2,846 at 30 June 2018) @GoldenPlainsMayor Facebook: increase to 3,000 followers (up from 356 at 30 June 2018) LinkedIn - Golden Plains Shire Council: increase to 1,500 followers (up from 318 at 1 November 2018)	June 2021
<b>Content metrics</b>	Year-on-year increase of at least 10% for: News posts (up from 350 in year ending 30 June 2018) Social media posts (up from 960 in year ending 30 June 2018) Items classified under 'most popular' content types (topics) Engagement on social media posts including Likes and Shares on the @GoldenPlainsShire and @GoldenPlainsMayor Facebook pages and LinkedIn – Golden Plains Shire Council.	Year-on-year metrics
<b>Email campaign engagement</b>	Increase annual email newsletter campaign engagement measures including open and click-through rates by 15% (up from 615 subscribers, 1,605 opens and 230 clicks for Golden Plains Business News; and 4,142 opens and 319 clicks for Farmers Market Newsletter in the year to 30 June 2018)	Year-on-year metrics
<b>Communications and Marketing Budget</b>	Remain within the allocated budget for Communications and Marketing activities.	Year-on-year metrics

## 4.3 Strategic Pillar 3: Celebrating and connecting local communities

Golden Plains Shire has so much to be proud of, and Council wants to showcase and celebrate the best of Golden Plains within our own community – not just with holidaymakers and day-trippers. Council wants to share local success stories with the neighbours, friends and families, and fellow business owners who have the privilege of enjoying and contributing to these successes each and every day.

Because Golden Plains Shire isn't just a great place for visitors to taste, see and explore; it's an even better place to live, work, visit and invest.

### Link to Council Plan 2017-2021

This Strategy is a critical part of supporting Council's strategic efforts to enhance local economies, and to work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy through investment attraction, supporting local business, and tourism development.

#### 4.3.1 What Council heard

- Residents of Golden Plains Shire like to feel connected to what's happening in their community, and want to hear about local events and activities
- They think Council has an important role to play in promoting, supporting and encouraging the local economy and tourism
- Younger people also value information about their local community, but they want this information to be tailored to their needs and interests. They are less interested in hearing about general business news, than they are about potential career paths and local job opportunities for young people.

#### YOU SAID:

*"[I want] more real connection and real community involvement - you feel disconnected from the community..."*

*"Council can be very supportive of community spirit."*

#### 4.3.2 What Council will do

ACTION	DETAIL	TIMING
Simplify opportunities for local and tourism-related social engagement	Integrate the 'Visit Golden Plains' Facebook and Twitter accounts into the Golden Plains Council accounts	Year 1
	Use hashtags and key words to make it easy for locals and visitors to search and share tourism-related information	Year 1
	Establish an Instagram account to support visual content, especially tourism-focussed, such as places to visit	Year 1
Share the stories that make Golden Plains Shire special	Increase content collection from internal and external sources by promoting opportunities to submit stories and streamlining process to do so	Year 1
	Prioritise stories about community events and activities, health and wellbeing, youth events and arts and culture to reflect community preferences	Year 1
	Improve content sharing capacity, by cross-promoting across different channels and audiences	Year 2
	Develop marketing and content campaigns to source, showcase and share local stories i.e. Local Love and Explore Your Own Backyard	Year 3
	Explore opportunities for user-generated content, especially at key tourism events and activities	Year 3

<b>Promote business opportunities and successes within the Shire</b>	Showcase young people working in the Shire, and use as an opportunity to drive discussions regarding career pathways for young people	Year 2
	Source and/or develop Council or local business-focussed case studies, profiles and interviews for use on LinkedIn	Year 3
<b>Confirm the Council's brand identity</b>	Explore community appetite to refresh the Council's brand identity and logo to better reflect community aspirations	Year 3

### 4.3.3 How Council will measure success

Key measures to evaluate the effectiveness of the above activities include:

MEASURE	GOAL	TARGET DATE
<b>Website analytics and engagement metrics</b>	Increase 'Visitor', 'Business' and 'Event Calendar' web page views by 30% (up from 1,453 'Visitor', 2,915 'Business' and 2,384 'Events' page views in year ending 30 June 2018)	June 2021
<b>Social media metrics</b>	Increase to 5,000 followers of @GoldenPlainsShire Facebook (up from 2,846 at 30 June 2018)	June 2021
<b>Campaign metrics</b>	Create engagement with #visitGoldenPlains hashtag and increase use at least 20%	Year-on-year metrics
	Content campaign engagement measures including open and click-through rates and response rates as appropriate	Determined by campaign dates