CORPORATE COMMUNICATIONS STRATEGY 2015 - 2017 (Trim 10/5/171)

Executive Services

Plan adopted by Executive Leadership Team (ELT) 5 January 2015

Note

Incorporating
- Executive Summary
- Overarching Marketing Plan
- Online Communications Plan
- Internal Communications Plan

Related Policies
- Community Engagement Policy, Procedure and Plan Template
- Media and Communications Policy
- Website Policy
- Social Media Policy

Narrandera Shire Council
Corporate Communications Strategy 2015-2017

EXECUTIVE SUMMARY

Narrandera Shire Council is a complex organisation responsible for delivering a comprehensive range of services to support and improve the lives of our 6,000 residents.

Many of our services and facilities, such as our airport, are used by residents across the region, while others, like our Narrandera Out of School Hours child care facilities (NOOSH) are more targeted to specific audiences.

Having such a varied role means that it is often difficult to get our messages across in the right way, to the right people, at the right time.

At this stage Council has not undertaken research as to residents' and stakeholders' preference for how they would like Council to communicate with them. Hence the strategy applies known research on the issue of local government communication.

The 2014 Voice Project Employee Opinion Survey provided valuable insight into Council's internal communications.

The research reinforces that the more informed people feel, the more satisfied they are with council as a whole.

At this stage Council has not conducted a Community Satisfaction Survey. However, research on community satisfaction surveys finds that 'provision of Council information to the community' and 'community input into council decision making', are often the key drivers for improving overall satisfaction ratings.

There is now overwhelming evidence that keeping residents and employees informed (communication), listening to their concerns (consultation) and involving them (engagement) when making decisions has a significant impact on their overall satisfaction with Council and its services.

Therefore the key outcomes of this strategy are:
- % increase of residents who feel well informed by Council
- % increase of resident satisfaction with input into Council decision making
- % increase of resident satisfaction with online communications
- % increase satisfied with Council overall
- % increase in enquires relating to Narrandera Shire Council income generating activities
- % increase of Narrandera Shire Council employees who feel well informed about matters that directly affect them

These measures will all require the establishment of a baseline first.

Achieving these outcomes will require a renewed focus on evidence based communications and ensuring that all marketing communications activity is driven by clear performance outcomes, defined target audiences and value for money return on investment.

All communications and marketing activity by Council's project officers and Section 355 Committees shall use this strategy in determining the most effective communication and engagement activities to achieve the defined outcomes.

Narrandera Shire's Community Strategic Plan

Corporate Communication Strategy 2014-17

| **Overarching Marketing Plan 2014-17** | **Internal Communications Plan 2014-17** | **Online Communication Plan 2014-17** | **Media and Communications Web, Social Media Community Engagement Policies** |

Strategic Alignment INTRODUCTION

There is a shift worldwide to online communications, while the Organisational Review has set a target to reduce Council's recurrent operating expenditure by $200K each year over the next four years.

The primary focus of this strategy is to continue to drive up community satisfaction by ensuring our residents are well informed about issues that matter to them and also to demonstrate value for money. It also advocates a cultural change to evidence based communications. Currently, marketing communications activity and budget/expenditure are determined by officer's individual directorates, often without identifying the key objectives or success measures. This has led to a culture of spending money on communications activities 'because this is what we've always done' rather than searching

for continuous improvement, being accountable to agreed objectives and demonstrating value-for-money return on investment.

This strategy refers to **outputs**, **out-takes** and **outcomes**. Their meanings in terms of evaluating communications activity are outlined below:

- Outputs are typically some kind of physical product, for example a leaflet or poster, booklet or media release. Basic evaluation might simply be a case of counting the number of outputs
- Out-takes are something the public or target group will take away as a result of a particular piece of communications activity – for example a key message, perception or understanding of a concept or issue.
- Outcomes are quantifiable changes in attitudes, behaviours or opinions. With a campaign aimed to encourage greater recycling, an out-take could be an individual taking on board the message, and able to recall hearing or seeing the message if asked. However, an outcome would be that the person has actually changed their recycling habits for the better as a result of the campaign. Fundamental to behaviour change is being able to use insight to understand your audience and the behaviours you are seeking to influence.

ANALYSIS – WHERE ARE WE NOW

As Narrandera Shire Council has not yet undertaken a resident communication survey, we will need to consider the research of other Councils. Surveys at other Councils have identified the following as the preferred channels for receiving information from their Council:

- email 81%
- newspaper 57%
- website 56%
- electronic newsletters 49%
- TV / radio broadcast advertisement/announcement 40%
- Social media 10%.

As Narrandera Shire Council has not yet undertaken a community satisfaction survey, we will need to consider the research of other Councils. This has consistently identified that 'provision of council information to the community' and 'community input into council decision making' are among the top two drivers of community satisfaction.

The 2014 Voice Project Staff Opinion Survey identified that communication within Council urgently needs improving. The survey results included the following:
Only 5% of employees felt that there is good communication across all sections of this organisation
Only 7% of employees felt that senior management keep people informed about what's going on
Only 9% of employees felt that there is good communication across all sections of this organisation
Only 13% of employees felt that knowledge and information are shared throughout this organisation
Only 17% of employees felt that change is handled well in this organisation
Only 18% of employees felt that senior management listen to other staff.

STRATEGY

Vision
Our community and people are well informed and engaged and Council's commitment to communications is recognised.

Mission
Achieve Together
To provide a framework for delivering *Narrandera Shire's Community Strategic Plan* goals, strategies and outcomes, guided by Narrandera Shire Council values. This will be achieved through the deployment of proactive, targeted and integrated communications to improve how well informed people feel (satisfaction with communication to/from council), to protect and enhance the council's reputation (satisfaction with council itself) and to support the growth and development of Narrandera Shire Council's commercial businesses and tourism offer.

Key strategic outcomes
- % increase of residents who feel well informed by Council
- % increase of resident satisfaction with input into Council decision making
- % increase of resident satisfaction with online communications
- % increase satisfied with Council overall
- % increase in enquires relating to Narrandera Shire Council income generating activities
- % increase of Narrandera Shire Council employees who feel well informed about matters that directly affect them

Approach
To achieve these outcomes, management will focus on evidence based communications. This means researching, measuring and evaluating communications and marketing activity.

However, where communication is necessary to meet a specific operational, legal or statutory requirement, Council will use core channels to disseminate this information. Core channels are identified as media and PR, websites, and social media (where appropriate).

When a broader campaign is required, project officers will identify performance outcomes, target audiences, available budget, effective activities to achieve the outcomes and implement clear measurement and evaluation activities.

Communication Priorities
To ensure communications and marketing activity aligns with Narrandera Shire's Community Strategic Plan and Narrandera Shire Council's values and guiding principles, the following themes will be used to prioritise activity.
1. Value for money/rates at work (roads/rates/rubbish/essential services)
2. Liveability - (events, activities, facilities, amenities)
3. Visitation and resident attraction
4. Business and investment attraction
5. Narrandera Shire Council income generating activities (ROI).

All communication and marketing activity and key messages will be consistently linked to one or more of these priorities, creating a clear focus for communications and a strong narrative for the council.

Managing communication conflicts

Co-ordinated and strategically managed communications is critical if Narrandera Shire Council is to have any control over the messages it needs the community to hear.

Everyday Council is telling the community to 'do something'. e.g. Pay your rates, recycle, attend an event, avoid a road closure, have a say etc. This is in addition to all the other messages and information our residents are exposed to from other advertisers/communicators.

To better control the message penetration, an annual communications and marketing activity plan will be developed to identify and prioritise communication conflicts i.e. conflicting messages, timing or target audience. This may result in planned activity being integrated, removed or rescheduled. Should such conflicts arise, Manex will be required to prioritise the outcome.

Communication Channels
There are a number of communications channels used to reach specific audiences. The choice of channel often depends on what we want to say and the audience we want to reach.

Specialist market research may also be required to determine the most appropriate channels to support communications and marketing activity to drive visitation and commercial business activity.

In general, the table below shows the communication channels currently used (internal and external) and where we plan to shift our focus to meet audience needs and to reduce expenditure.

COMMUNICATION CHANNELS

Currently using	Maintain focus	Increase focus	Reduce focus	Investigate further
Core Channels used to delivery key messages to external audiences				
Regular media releases and PR		✓		
Websites		✓		
Social media (including subscribe to feed)		✓		
Weekly print advertising (public notices, positions vacant, what's on, tenders)	✓			
Email newsletters (eDM)		✓		
Brochures			✓	
Surveys		✓		
Mail Outs / Letter Box drops				✓
Weekly What's on Paid advertisement in The Argus				✓
Rate Notice Inserts				✓
Annual Community calendar				✓
Community Noticeboards				✓
Self-nominating people onto reference panels		✓		
Apps				✓
Plasma screens at various locations				✓
Community Radio /2RG / ABC Radio		✓		
Fridge magnets of council phone numbers and services				✓
Signage		✓		
Face to Face		✓		
Currently using	**Maintain focus**	**Increase focus**	**Reduce focus**	**Investigate further**
Core Channels for Marketing – campaign specific				
Targeted advertising		✓		
Printed brochures, posters, leaflets and flyers			✓	
Project signs on key developments		✓		
Promotional Google advertising, website, social media		✓		
Street banners	✓			
Merchandise				✓
E-Commerce				✓
Community Radio (weekly programs & broadcasting at events		✓		

Commercial Radio	✔			
TV advertising			✔	
Use other organisation's communication channels eg. School newsletters	✔			
Publications	✔			
Yellow and White Pages and Sensis Online			✔	
Direct Marketing/Sales Approaches		✔		
Promotions/Value Adds/Packaging		✔		
Word of Mouth		✔		
Billboards	✔			
Media and Publicity Campaigns		✔		
Email/Viral	✔			
Non-mainstream (Eg Toilet Door Promotions)				✔
Cross Promotion	✔			
Ambush Marketing				✔
YouTube				✔
Audio-visual (Plasmas etc)	✔			
SMS Marketing				✔

*__Many of the Core Channels used to deliver key messages to external audiences are also applied to marketing campaigns__.

Engaging target audiences

As all audience groups are potential advocates for the council and potential influencers of public opinion, it is essential that everyone the council communicates with understands its goals and priorities, and recognises its achievements.

Audience or stakeholder group	Why are they important to us? What influence do they have?
Councillors	• Very influential, opinions can be critical in influencing public perception (positive and negative) • Good source of feedback on public opinion
Ratepayers, residents, prospective residents	• They are our customers – the people who live in our shire and pay for some of our services and use their discretion to buy other services and products • Their satisfaction is a key performance indicator • Their opinions have a huge impact on our reputation • We need to engage with them to help develop and offer ways for them to access and influence service development and delivery. We need to listen and respond
Customers/ Businesses/clients	• They have the potential to improve Council's financial performance • Their satisfaction is a key performance indicator • Their opinions have a huge impact on our reputation • We need to engage with them to help develop and offer ways for them to access and influence service development and delivery. • We need to listen and respond • We need to tell them about our offer
Media	• Among the biggest source of information through which people form their opinion of us, big influencers on corporate reputation • Key channels through which we can communicate our key messages
Partners (including government agencies, tourism & business partners)	• A good standing with peers assists development of corporate reputation • Greater knowledge sharing can create a collective image of a professional organisation • We need to engage with them to help develop and offer ways for them to access and influence service development and delivery
Staff	• Our greatest ambassadors. What they say about Council in the community has a significant impact on corporate reputation and community satisfaction
Section 355 Committee members	• Our ambassadors. What they say about Council in the community has a significant impact on corporate reputation and community satisfaction
Visitors	• They are our customers – who drive economic activity and promote destination awareness • Their satisfaction is a key performance indicator • Their opinions can impact on our reputation • We need to engage with them to help develop and offer ways for them to access and influence service development and delivery • We want their repeat business

MEASUREMENT AND EVALUATION

Management will focus on evidence based communications. This means effectively researching, measuring and evaluating all communications and marketing activity.

The following tools are available to research and measure the effectiveness or otherwise of all communications/marketing activity.

- Community engagement reference groups
- Biennial community satisfaction survey and communications survey
- Biennial Employee Opinion Survey
- Media Monitoring and evaluation
- Google analytics/Search Engine Optomisation (SOE) software
- Campaign monitor (eDMs)
- Facebook and other social media metrics
- Google insights
- Audience surveys
- Narrandera Shire Council Have A Say page
- Focus groups
- Event attendance/feedback
- Specialist market research companies
- Sales data
- Client/customer/visitor enquiries
- Internal staff surveys
- Census data
- Community demographics/community atlas

Brand and reputation management

In order to protect Narrandera Shire Council's reputation, when we speak to our community, our messages are considered, clear and consistent and that visually, our external communications reflect our brand and portray Narrandera Shire Council as professional and modern.

To ensure this is managed effectively, the Media and Communications Policy applies.

Applying our logo
- The logo and elements of the visual identity must not be issued to any external party without approval from the General Manager
- Narrandera Shire Council branded templates are used for all external documents and PowerPoint presentations.

Advertising
- All advertising must be approved by the General Manager

Communicating online

- All web content is approved by the relevant director prior to being published.
- No online communications are to be undertaken on behalf of the organisation without prior approval from ELT. This includes websites, e-newsletters, e-invites, blogs, wiki content, Twitter, Facebook and other social media.
- Any online applications or programs that integrate with our websites must be approved by the IT Team prior to their development.

Engaging suppliers
- Engaging graphic designers, printing companies, photographers, videographers and other communications and marketing suppliers, as well as seeking and evaluating quotations must adhere to Council's procurement policy.

Images
- Narrandera Shire Council images commissioned for communications, promotions and marketing purposes are not to be supplied to an external party without permission from the General Manager.

Narrandera Shire Council Brand

The Narrandera Shire Council brand is aligned to and derived from the organisation's vision:
Achieving Together
.
It is meant to express that Council cannot meet the shire's needs on its own. Staff must work with each other, staff must work with Councillors, staff and Councillors must collaboratively work with the community, and the Council and community must work collaboratively with other agencies. This way we all contribute to the success of our endeavours.

Define the brand
Key messages
Reputation
Behaviour
Presentation (buildings, livery / documents, personal/staff)
Living our values such as integrity

Council Brand Hierarchy
Colour palette
Design elements
Rules regarding applying the brand elements
Sub brands under the main Council brand and how to manage this

Narrandera Shire Brand

The Narrandera Shire brand is aligned to and derived from the community vision for the shire outlined in the Community Strategic Plan. The community's vision is
We are a prosperous, diverse and sustainable community, built on a deep sense of trust, care and commitment for each other and our environment.

It is meant to express that we are a positive, resilient, inclusive community that embraces change.

It is important to know which brand applies to which setting; council or shire

Define the brand
 Key messages
 Reputation
 Behaviour
 Presentation (buildings, livery / documents, personal/staff)

Shire Brand Hierarchy
 Colour palette
 Design elements
 Rules regarding applying the brand elements
 Sub brands under the main Shire brand and how to manage this

This communication strategy is not designed to inhibit standalone Shire focussed marketing campaigns that may have specific short term brands and unique design elements. However every attempt must be made to link campaigns to overall Council and Shire communication and marketing strategies, key messages and endorsed brands, taglines, logos and designs.

Signage

Signage is a key communication and risk management tool for Council, the community and visitors. Signage in this instance is defined as 'promotional' or 'regulatory'.

All signage content should be clear, informative and produced in line with relevant style guides. Signs can only be erected with the appropriate approvals.

Council Regulation Signage

- Regulatory signage, where possible, is to be delivered in a non-bureaucratic way to mitigate signage 'pollution'. However this is not to be done at the expense of legal pro-forma, message clarity and effectiveness.
- Local Government, State and Federal rules and regulations for each type of sign (eg town, highway, marine and tourism) will ultimately determine this approach.

Tourism and Promotional Signage

- Tourism and promotional signage is to be produced in line with overall Shire marketing objectives and guidelines.
- Every attempt should be made to link signage promotions with Council and Shire communication and marketing strategies, key messages, endorsed brands, taglines, logos and designs.

Engaging suppliers

- Sign writers must have the ability to produce digitised signwriting or sub contract this function.
- Engaging sign writers, graphic designers, printing companies, photographers, and other communications and marketing suppliers, as well as seeking and evaluating quotations must adhere to Council's procurement policy.

Signage Installation

Signage installation must be approved through Council's Technical Services Department, with appropriate approvals (landholders, government agencies, utilities) being sought prior to installation. Signs that are erected or placed in a public space without prior approval will require immediate removal.

Key Responsibilities

Responsibility for the delivery of this strategy primarily lies with the Executive Leadership Team and designated Project Officers. However, all employees have a role to play in achieving the key outcomes.

- **The General Manager** acts as head for all internal and external communication and marketing activity and brand and reputation management
- **The Tourism and Marketing Manager and Economic Development Manager** is responsible for strategic development of marketing throughout the Council, working with senior officers to set the annual activities plan, developing specific campaign activity and budgets, monitoring progress and reporting on ROI.
- **Project Officers** are responsible for carrying out many of the tactical actions in the annual plan, including corporate marketing initiatives
- **The Executive Officer** is responsible for co-ordinating media/PR and major corporate publications to improve awareness and understanding of Council and its services
- **The IT Team** are responsible for maintaining the websites
- **Designated Project Officers** are responsible for ensuring the website content is accurate, up to date, grammatically correct with no spelling errors
- **Designated Project Officers** are responsible for online marketing through the website, social media, and use of SEO and SEM analytic data.
- **Responsible project officers** provide industry knowledge and expertise into the development of campaigns and strategies including identifying and providing the desired outcomes, specific audience and available budget for projects they are commissioning the Communications Team to undertake. They are also responsible for data collection to assist in performance monitoring and measurement.
- **All Narrandera Shire Council employees** are a key resource for promoting the Council and its activities, as service ambassadors and opinion influencers.

OVERARCHING MARKETING PLAN 2015- 2017

Endorsed by Council on 20 January 2015

INTRODUCTION

An effective marketing strategy is integral to delivering a successful corporate communications strategy and, to be meaningful, must reflect the corporate aims and priorities of the Council.

In the public sector, marketing is the management process for identifying, anticipating and satisfying stakeholder requirements and, in so doing, facilitating the achievement of the organisation's objectives.

Aligned to the Narrandera Shire Council Corporate Communications Strategy 2014-2017, the Overarching Marketing Plan 2014-17 identifies the key objectives for the next four years and sets the criteria and planning requirements that all communication and promotional activity will be assessed before approval/implementation.

ANALYSIS – WHERE ARE WE NOW

Narrandera Shire Council uses a number of different methods and channels to promote its services to residents and the wider business and tourism investment markets. Marketing activity and budget/expenditure is determined by individual directorates and approved as part of the annual budget process.

This is the first overarching marketing plan to be implemented by Narrandera Shire Council. Its driving force is to reinforce the corporate communication strategy mandates of ensuring all activity contributes to corporate priorities, is evidence based and delivers measurable value for money return on investment.

Through this plan, our organisational focus will move towards customer research (insight), outcomes not outputs, targeted marketing activity and strong evaluation.

Endorsed by Council on 20 January 2015

STRATEGY

Vision
Marketing activity is aligned to the shire's community strategic plan, is driven by market research, clear outcomes and delivers value for money for residents.

Mission
To increase participation in Narrandera Shire Council activities, events and facilities/venues; increase income generated by Narrandera Shire Council activities and increase the percentage of residents who feel Council delivers value for money.

Target audiences
Refer appendix 1.1 – Narrandera Shire Council Population Profile – ABS Data
Refer appendix 1.2 – Future Communications Survey Results –

Key strategic outcomes
- % increase of residents who feel Narrandera Shire Council delivers value for money
- % increase of attendees/participants at Narrandera Shire Council promoted events, activities, programs and venues
- % increase total number of visitor related enquiries
- % increase total number of business and investment related enquiries
- % increase in enquires relating to Narrandera Shire Council income generating activities

Key activity areas
➢ **Develop individual marketing plans to support each identified commercial business and income generating activity (ELT to identify priorities)**
In consultation with relevant team/s to support commercial business plans where exist, income generation where not already existing. Plans to:
- identify competitors and competitive advantages (Points of parity v Points of difference)
- Marketing plans to address the 4Ps (product, price, promotion and placement)
- identify and prioritise value generating activities
- use existing, or conduct new, market research to inform tactical activities

➢ **Marketing communications checklist/guide developed to support all significant capital project and works (Rates @ work)**
Allow residents to better understand how their rates are applied to improve infrastructure and liveability. Include signage and online presence review at all council owned facilities (i.e. community centres, sporting facilities etc)

➢ **Centralised/integrated *What's On* (online, print, social, cinema) for all activities and events, specific channels used to best target relevant audience**
Consistent channels used for activities and events will make residents more aware of what is on offer in their area and become better educated on where/how to find this information.

➢ **Develop individual marketing plan to support tourism/visitation growth**

➢ **Develop individual marketing plan to support business/investment growth**

➢ **Tactical activity to support corporate priorities**
All proposed tactical marketing activity (including sponsorship, community grants and relevant grant funding) will be assessed against the following criteria:
- Aligns with one of the six corporate priorities
- Demonstrates value for money for ratepayers, with demonstrable ROI
- Promotes/supports specific business unit or economic goals.

➢ **Increase brand awareness**
All projects and activities provided, funded and/or supported by Narrandera Shire Council are to include our visual identity. This should form part of the audit trail for any capital project, commercial development, grants or funding, and be backed by information available online.

Key performance measures (KPIs)

KPI	Target	Measurement tool
Increase % of residents who feel Narrandera Shire Council delivers value for money	**New measure** Benchmark in 2015/16	Biennial Community Satisfaction survey incorporating a Communications survey
Increase average ROI measures for core communication channels	**New measure** Benchmark in 2015/16	Six monthly reporting on results for all planned communication activity
Increase total number of attendees/participants at Narrandera Shire Council (promoted) events, activities, programs and venues	**New Measure** Benchmark in 2015/16	Six monthly reporting on results for all planned communication activity: • # participants/tickets sold
% increase total number of tourism related enquiries	**Benchmark 2012/13 to 2013/14 to set 2015/16 target**	Website analytics Data from Tourism and Marketing Team: # walk-ins (serviced by staff) Data from Economic Development Team # Industry service requests # Phone/email enquiries
% increase total number of business and investment related enquiries	**Benchmark 2014/15 to set 2015/16 target**	Website analytics Data from ED&T Economic Development Team: # Phone/email enquiries
% increase enquiries/activity for all identified commercial businesses	**Individual marketing plans will set specific targets**	Website analytics Value creating activities identified and prioritised. Data collected and provided by responsible officers: # enquiries Financial reports – income/sales, profit margin

IMPLEMENTATION

➢ Project officers:
- Identify specific target audience/s
- Define current behaviour or perception
- Identify desired behaviour or perception change (outcome)
- Identify the specific targets and how they will be measured (success measures)
- Establish the budget
- Data collection and monitoring

- Identify and implement the key deliverables required and most effective communication channels
- Identify specialist providers to undertake market research or strategy development as required
- Carry out final evaluation to identify performance against the agreed objectives, evaluate the ROI to the organisation and benchmark the effectiveness of each individual marketing activity.
- Apply lessons learnt to future marketing activities.

ONLINE COMMUNICATIONS PLAN
2015- 2017

INTRODUCTION

In today's fast-paced information age, our audiences have become more sophisticated and tech-savvy but also time poor. Local residents want to be kept well informed and have greater input into Council decision making.

With provision of Council information to the community a key driver to improving resident satisfaction, the release of timely and accurate information is paramount. A key strategic outcome of the Corporate Communications Strategy 2014-2017 is to increase satisfaction with Narrandera Shire Council's online communications.

This will be achieved through the following key actions
1. Continue to improve and develop the Narrandera Shire Council website
2. Actively support the online presence and activities for any sub-brands, eg Narrandera Tourism and Red Hill Industrial Estate website
3. Have an active social media presence
4. Reduce reliance and expenditure on printed collateral and print advertising
5. Continue to monitor, track, research and evaluate online communications tools, trends and best practices

This plan will refer to the following terms:
Traditional/Offline Communications - refers to the sharing of information for any purpose via commonly used traditional tools such as media releases, PR, briefings, and feature articles, printed brochures, posters and fliers and newspaper, television, radio and cinema advertising.

Online Communications - refers to the communications of information through the use of the Internet for any purpose (i.e. information sharing, marketing, engagement). There are several categories of online communications, including, but not limited to website, social media, search engine optimisation, pay-per-click advertising and email marketing.

STRATEGY

Vision
Narrandera Shire Council is up to date with online communications, connecting and engaging with the community using the accepted media of today's age.

Mission
All online communications activity conducted by Narrandera Shire Council supports the Corporate Communications Strategy 2014-2017, and upholds accessibility, records management, privacy and spam legislation; and best practice principles for user experience and search engine optimisation.

Key Strategic Outcomes
One of the key strategic outcomes of the Corporate Communications Strategy is to increase resident satisfaction with Narrandera Shire Council's online communications, specifically:

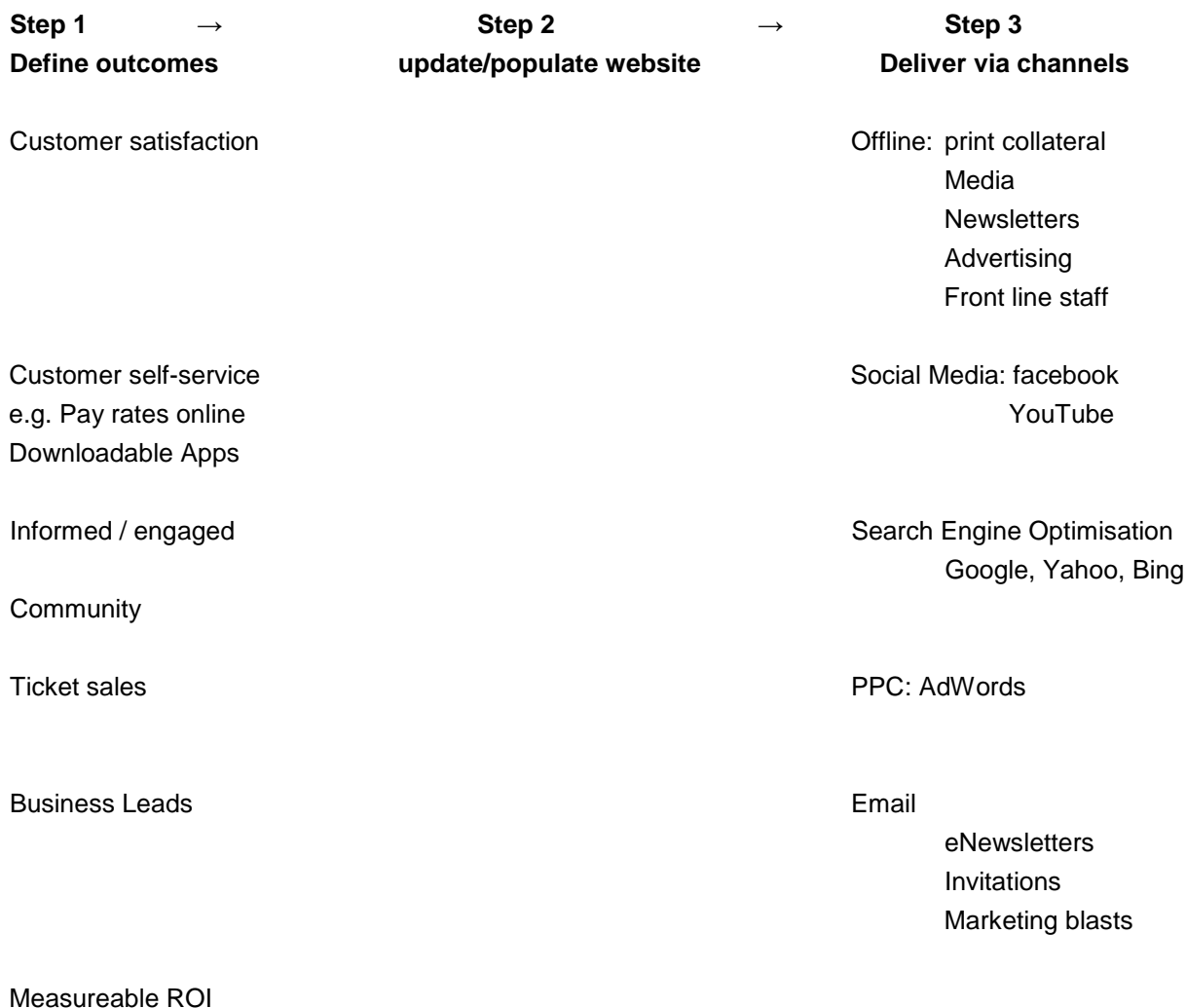- increase in total visitors to the Narrandera Shire Council website and allied websites (pages per visit, duration etc)
- increase in online transactions (e-services, online forms)
- increase in online enquiries (subscribers, Have A Say participation)
- increase in online engagement (social media)

Approach

The Online Communications Plan takes an integrated approach to using the many existing and new communication channels, both offline and online. The idea of an "integrated" plan means that all communication activity should consider every available channel, giving due importance to the channels which deliver on specific outcomes and return on investment.

The diagram below best illustrates Narrandera Shire Council's strategic approach to online Communications, in particular the importance of the main Narrandera Shire Council website.

Step 1 →	Step 2 →	Step 3
Define outcomes	**update/populate website**	**Deliver via channels**
Customer satisfaction		Offline: print collateral
		Media
		Newsletters
		Advertising
		Front line staff
Customer self-service e.g. Pay rates online Downloadable Apps		Social Media: facebook YouTube
Informed / engaged		Search Engine Optimisation Google, Yahoo, Bing
Community		
Ticket sales		PPC: AdWords
Business Leads		Email eNewsletters Invitations Marketing blasts
Measureable ROI		

Information cannot be communicated through any channels without first existing on the Narrandera Shire Council website.

Narrandera Shire Council Website

The Narrandera Shire Council website has evolved into Council's most important communication asset. All public information communicated from Narrandera Shire Council, regardless of the channel, should first exist on the website.

The many advantages of the website over other channels include;

- Information can remain on the website indefinitely whereas other channels offer only limited opportunity for messages to be communicated and heard. (eg Twitter restricts messages to 140 characters, radio messages last only 15 to 30 seconds, newspaper date within 24 hours)
- Once information is delivered via any channel, it is immediately in the public domain and cannot be amended or retracted. Information placed on the website can be amended or corrected at any time, which means it is always the most accurate source of information for the public.
- The website can use robust measurement tools to analyse audience interactions

Narrandera Shire Council aims to procure a capable content management system which is flexible enough to cater for future online/technological growth and development.

Therefore before any consideration is given to a new digital project such as apps, websites, e-newsletters, forms, kiosks, e-commerce or social media channels, officers need to present a business case to their Director.

Other Channels

Offline/traditional communications
Offline communication channels will continue to be used to drive traffic to the website. This strategy recommends that Narrandera Shire Council invest more into media and PR, rather than paid advertising or printed collateral.

Social Media
Social media enables quick and easy development, creation, dissemination and consumption of information, knowledge and entertainment. It is distinguished from more traditional communication by enabling one-to-many or many-to-many interactive communication, in real time, regardless of location.

For Narrandera Shire Council to be successful with the use of social media, it needs to be carefully coordinated. While social media content needs to be generated by project officers as part of an existing campaign, event, project or activity, release of this content will be moderated and managed by designated senior managers. This will ensure that:

- the most effective channels are used to communicate with specific target audiences.
- Use of social media is integrated with other channels
- Information effectively reaches specific and relevant audiences based on broader themes (e.g. liveability, what's on, core business etc), rather than on organisational silos.
- Narrandera Shire Council is not sending mixed or random messages that have no other relevance.

Search Engine Optimisation (SEO)
SEO is the activity of optimising website content, website technical quality, and the broader web presence held by an entity and its website. It is a long-term activity that has the ultimate goal of increasing traffic and attracting new audiences to website content. Continually optimising specific website areas and pages for highly-searched keywords will ensure Narrandera Shire Council's website content can be easily found in search engines.

Pay Per Click (PPC) Advertising
PPC listings can increase visibility of a communications/marketing campaign for people searching for related keywords in a search engine. PPC advertising also exists on Facebook and other online networks, where the advertisement is shown to people who hold related interests to the content of the campaign.

Electronic Direct Mail (eDM)
eDMs are an effective method to communicate with customers that have expressed an interest in being informed about Council news, events and activities. An eDM is a springboard to source more information from the Narrandera Shire Council (or other) website.

KPI	Target	Measurement tool
increase in total visitors to the Narrandera Shire Council website	**New measure** Benchmark in 2014/15	Google Analytics
increase in pages per visit to the Narrandera Shire Council website	**New measure** Benchmark in 2014/15	Google Analytics
increase in Narrandera Shire Council website visit duration	**New measure** Benchmark in 2014/15	Google Analytics
increase in online forms completed	**New measure** Benchmark in 2014/15	Matrix CMS
increase in number transactions processed through online payment gateways	**New measure** Benchmark in 2014/15	Authority system
increase in Have A Say participation	**New measure** Benchmark in 2014/15	Google Analytics Matrix CMS
increase in online enquiries	**New measure** Benchmark in 2014/15	Matrix CMS
increase in social media engagement	**New measure** Benchmark in 2014/15	Hootsuite
increase in eDM subscribers	**New measure** Benchmark in 2014/15	Campaign Monitor
Increase in total visitors to Narrandera Tourism website	**New measure** Benchmark in 2014/15	Google Analytics

INTERNAL COMMUNICATIONS PLAN 2015-2017

INTRODUCTION

Effective internal communications has a positive influence on staff engagement, productivity, customer service outcomes and job satisfaction.

This plan aims to increase the number of staff who feel well informed about matters that directly affect them by providing a framework that will boost existing channels while introducing a range of new initiatives to improve internal communication at Narrandera Shire Council.

It needs to be acknowledged however that for this plan to be successful, it needs a high level of active participation on all identified communications issues.

While it provides the framework for improved internal communications, in many cases it will be up to key staff across the organisation to embrace and enact those tools to engage their staff and colleagues. The plan also recommends training and further support for staff in supervisory positions that will enable them to embrace the key aspects of internal communications and establish a culture of good communication within Narrandera Shire Council.

ANALYSIS – WHERE ARE WE NOW

Narrandera Shire Council's diverse workforce places the organisation in a unique position. In addition to a large office-based workforce, the Council employs a number of staff at remote sites presenting a number of logistical challenges when communicating.

The 2014 Voice Project Employee Opinion Survey provided some sobering findings.
The results suggest that staff enjoy their jobs, embrace customer service and work in a fair workplace.

However the Survey identified that communication within Council urgently needs improving. The survey results included the following:
Only 5% of employees felt that there is good communication across all sections of this organisation
Only 7% of employees felt that senior management keep people informed about what's going on
Only 9% of employees felt that there is good communication across all sections of this organisation
Only 13% of employees felt that knowledge and information are shared throughout this organisation
Only 17% of employees felt that change is handled well in this organisation
Only 18% of employees felt that senior management listen to other staff.

These findings are echoed by those respondents electing to provide additional open-ended commentary on communication where there was a distinct call for improved lines of communication, particularly across teams and between staff and their supervisors and senior management.

The survey also highlights significant variances across directorates which need to be better understood in order to remedy any weaknesses. Technical Services is more dissatisfied with the extent to which staff feel they are informed. Messages are either not filtering through, or are distorted by word of mouth.

This presents a significant issue for Narrandera Shire Council,

Other Councils that have conducted internal surveys about the preferred channels for staff to receive information have found the following results.

When asked which channels staff believe are the most effective for learning about new information, the following answers were received. (1 most effective, 10 least effective)

Toolbox/formal team meetings	2.75
Pay slip attachments	3.37
Notice boards	4.14
Weekly newsletter from the GM	4.62
Internal Staff Intranet	5.05
Word of Mouth	5.18
Posters	5.26
Smoko/coffee breaks	5.30
Organisation's website	5.35
Newspaper	5.77
Television	6.16
Radio	6.00

STRATEGY

Vision

Narrandera Shire Council staff have a clear understanding and a positive perception of Council's vision, aims, values, services and achievements, leading to higher levels of satisfaction and engagement.

Mission

To boost existing communications channels and introduce new initiatives that will improve the way Narrandera Shire Council communicates with its staff, and in turn increase the number of staff who feel well informed about Council matters. This plan provides the foundation to help create a culture where internal communications is a core component at all levels of the organisation.

Key Strategic Outcomes

- To improve and create effective and systematic channels of internal communication.
- To raise the level of communication skills across the organisation.
- To involve staff in the improvement of their own and other council services.
- To develop more opportunities for staff feedback.
- To recognise, appreciate and embrace the contribution staff can make in shaping council policies and in delivering high quality services.
- To create an environment of trust, honesty and openness at and between all levels of the organisation.

Approach

Currently, Narrandera Shire Council deploys a range of methods to assist with internal communication. A staff member's ability to engage with one or all of these tools varies widely depending on their work location, access to computers and interaction with direct supervisors. Current tools include:

- Formal team meetings
- Toolbox meetings
- Email
- Pay slip attachments
- Weekly Communiqué from the GM's desk (features key organisational developments, decisions, policies, events, milestones, achievements and Council updates)
- The Fridge Intranet
- Notice Boards
- Posters
- Telephone conversations
- All Staff Breakfasts
- Occasional Department Breakfasts to celebrate milestones
- Consultative forums such as Work Health and safety Committee and the Consultative Committee

This plan recommends educating and empowering key staff to become communications advocates and to ensure that specific measurement targets are met as part of their role.

In addition, the following channels should be used for delivering internal messages. Using a flexible mix of these channels will help to maximize the opportunities for talking to and listening to all staff.

It must be noted that a large percentage of staff do not have access to electronic communication. Therefore to ensure equality of access, a balanced range of channels needs to be used.

Toolbox and formal Team Meetings
A formal program of toolbox and team meetings needs to be developed across the organisation. The frequency and attendance of toolbox and team meetings varies greatly among individual teams, but a more formalised approach to scheduling these meetings will help with staff engagement and communication. It's recommended that these formal team meetings be held at least monthly, and scheduled in consultation with the Managers and Supervisors of each Department.

These meetings will also include a standing item on each agenda featuring an update from the Management Executive Team (Manex), as well as updates on Council and Committee decision and developments.

Tool box meetings shall be scheduled regularly with the frequency dependent on the work environment.

General Manager and ELT staff briefings
Regular staff briefings should be held, particularly with staff outside the Chambers Building. These will provide an opportunity for the GM and Directors to present on major projects; the organisational review, local government reform and also acknowledge any major staff milestones or achievements. These briefings could be recorded and posted to the Intranet as either a webcast or podcast to enable those not in attendance to access the same information.

Staff SMS
Council will investigate the future use of a staff SMS service. While not all staff have access to a computer, many have access to a mobile phone. Although this form of communication in itself presents limitations, it would be an effective way of reaching more staff and offering concise messages and prompting staff to seek further information from managers and supervisors or the Intranet.

The Fridge Staff Internal Intranet
The intranet should be the primary means for communicating operational news within the organisation.

Staff are encouraged to use the intranet to both provide and receive information about the Council and its services. We will identify 'Intranet Champions' and it will be their role to contribute content and make sure information on the Intranet is relevant and up-to-date.

Performance Appraisal Plans
The performance appraisal plan template will be updated to include a more robust section relating to communication, as well as the updated organisational values.

Projects

All new initiatives are to include a staff communications plan to ensure that staff who'll be affected are identified and consulted as part of the process.

Core Channels

To help ensure that the right messages are reaching the right people at the right time, the following Matrix provides a good guide.

Currently using	Maintain focus	Increase focus	Reduce focus	Investigate further
Core Channels used to deliver messages to internal (Councillors, staff, volunteers, S355 Committees)				
Intranet – The Fridge		✓		
Narrandera Shire Council website		✓		
Face to face		✓		
Weekly communiqué	✓			
Tool Box Meetings, Team meetings, appraisals, skills review		✓		
SMS alerts				✓
Staff Committees/working parties/project teams		✓		
New staff induction		✓		
Staff noticeboards		✓		
Posters	✓			
General Manager emails		✓		
Consultative forums Work Health Safety Committee and Consultative Committee, SMT		✓		
PC screen savers				✓
Shared computers at the external sites for staff without a computer		✓		
Mobile computer tablets for field staff		✓		
Pay slip notices	✓			
Digital presentations				✓
All Staff breakfasts / lunches (2 a year plus Xmas)	✓			
Social events – social club	✓			
Volunteers – presentations, meetings, thank you letters, morning teas		✓		
Rostered staff attendance at Council meetings (paid time)				✓
Activities to assist with improving Councillor / staff relations, eg. Depot bar-b-q; xmas lunch, Awards Staff breakfast, Union Picnic Day, working parties, Committees		✓		
Section 355 Committee Meetings	✓			

Responsibility

General Manager and Executive Leadership Team (ELT)
- Ensure that key issues relating to council business are communicated to all staff through the team meeting framework, team briefings and Weekly Communique
- Ensure that opportunities for feedback are provided and monitored for their effectiveness

Senior Management Team (SMT)
- Ensure that key issues relating to council business are communicated to all staff within their own areas of responsibility through the team meeting framework and other appropriate means
- Ensure that there is equal access to further information for staff about key areas of the council's business
- Work with officers to plan, develop and implement internal communications activity
- Measure and evaluate the effectiveness of the communication activity.

Designated Officers
- Ensure The Fridge staff Intranet, Narrandera Shire Council website and other core channels are kept up to update with information relevant to staff

Managers, Team Leaders and Supervisors
- Ensure that the team meeting / tool box meeting framework and other means of sharing information are implemented throughout their areas of responsibility

All staff
- Staff responsible for particular tasks or projects to ensure that they identify and communicate with all other areas of Council that may be impacted by a change or new initiative
- Take the time to read the material that will be available through various communication channels
- Consult with your colleagues when making decisions that may affect them
- To remember that staff in other sections of Council are also your customers. They depend on you to do their job and you depend on them to do your job.

Key Performance Indicators (KPIs)

KPI	Target	Measurement tool
Satisfaction with internal communications	>70%	2016 Voice Project Employee Opinion Survey
%increase of staff who feel well informed about matters that directly affect them	>70%	2016 Voice Project Employee Opinion Survey
% increase of staff who feel they are consulted about changes that will affect them	➢ 70%	2016 Voice Project Employee Opinion Survey
% increase of staff who feel they Council has improved its internal customer service	➢ 70%	2016 Voice Project Employee Opinion Survey
No. of hits to Intranet	New Benchmark To be set in 2014/2015	Intranet Analytics
Intranet Content by designated officers is updated	weekly	Intranet Analytics
Narrandera Shire Council website content by designated officers is updated	weekly	Website analytics
Responses to Quick Poll and other Intranet surveys	>70%	Intranet Analytics
Awareness of internal staff campaigns	>70%	Post campaign evaluation (staff surveys/quick poll)

APPENDIX 1: ACHIEVING OUTCOMES

ACTION PLAN

Outcome 1: Increase % of residents who feel well informed by Council					
	Action	**Time Line**	**Indicators**	**Person Responsible**	**Key Performance Measure**
1.	Measure effectiveness of communications and marketing activity	End 2015	• Community Satisfaction Survey Incorporating a question about how the community wishes Council to communicate with them	Executive Services	• Conduct survey in 2015/2016 and thereafter every Council term
		Ongoing	• Establish a Community Engagement Reference Group • Website and social media metrics • Individual commercial business marketing plan KPIs • Visitor and business enquiries	Executive Services Relevant businesses Responsible officers	• Established in 2016 • Benchmark ROI figures (year 1); improved ROI figures years 2-4). • Specific KPIs to be identified in targeted marketing strategies
2.	Identify reputation issues and opportunities	ongoing	• Issues and opportunities are reported at weekly ELT meeting and appropriate action/responses identified	ELT	• Positive media coverage outweighs negative • Key issues are planned for and managed to maximise outcomes.
3	Manage media relations to promote positive outcomes for Narrandera Shire Council	Ongoing	• Media coverage is monitored and measured • All media enquiries are responded to in timely manner • Pro actively identify media and PR opportunities	Executive Officer, GM, Directors, Designated officers	• Achieve 85% positive/balanced media coverage per month • Satisfaction with media relations (>70%) • Consider media monitoring

4.	Consistently apply Narrandera Shire Council's visual identity to all external communications	Ongoing	• Council logo is applied to all assets, facilities, city-wide signage and fleet • Narrandera Shire Council identity is applied to all external communications • Annual program for visual identification	Designated staff Asset Management Officers	• Annual program completed
5.	Use core communication channels for cost effective and consistent delivery of key messages	ongoing	• Media and PR, websites, social media, Community Engagement Reference Group, • eDMS, • All major projects, including roads and infrastructure works, have a project sign • Effectiveness is measured using range of tools outlined in strategy	ELT Executive Officer Designated Officers	• Benchmark community satisfaction with provision of council information to the community in 2015 • All capital projects have a sign
6.	Equip staff to deliver messages to media and public	ongoing	• Media training for senior management and designated officers is conducted every two years (New staff with high media profile to receive training)	GM	• Improved staff performance with media (self assessed)
7.	Review crisis management process	End 2015	• Business continuity plan is updated	ELT WHS Officer	• Crisis management effectively and negative impact minimised

	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
	Outcome 2- Increase % of resident satisfaction with community input into Council decision making				
1.	Staff to apply the Community Engagement Policy, Procedure and Template	ongoing	• Engagement Plan and Communications Plan is included as part of any strategy, policy development, or major project	ELT	• All major projects have a CEP that includes Communications Plan
2.	Research and develop new ways to connect with local audiences	ongoing	• New methods piloted among Narrandera Shire Council staff and community • "Have a Say" page used and promoted on Narrandera Shire Council website • Community Reference Panel • Reference Panels for specific projects	ELT, IT, Designated Officers	• Adoption of new communication channels • % Usage of "Have a say" feature (baseline to be established from 2015 Community Satisfaction Survey) • % usage of submit an online enquiry (baseline to be established)
3	Inform Narrandera Shire community about Narrandera Shire Council news, decisions and consultation activity	Early 2016	• Key messages are consistently delivered through core channels (Media/PR, e-newsletters, websites, social media, Community Radio) • Effectiveness is measured using range of tools outlined in strategy	ELT, Designated Officers	• Benchmark for community satisfaction with provision of council information to the community to be set after 2015 survey
4	Community Reference Panel established	Early 2016	• Panel is engaged and responding to requests to participate in providing feedback	Executive Services	• The panel comprises a demographic mix

	Outcome 3- Increase % of resident satisfaction with online communications				
	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
1.	Implement Online Communication Plan	Ongoing	• Actions support business objectives and offline communication initiatives • Guidelines address laws and best practice for email campaigns • Online communication channels measured and reported monthly	Communication Strategy Working Party, IT	• Benchmark over 15/16 and set targets for 16/17
2.	Continue to improve and develop features of Narrandera Shire Council website	ongoing	• Website is first point of contact for our customers • Home page content updated every week • Achieve first page in search engines for priority activity • All content authors complete the 'Contended Wiring for the Web Online Diploma course'	IT, Designated Officers	• Benchmark over 15/16 and set targets for 16/17 • % increase in use of e-services such as pay rates online • 100% completion of course
3.	Measure effectiveness of online communications	ongoing	• Unique URLs are used to measure specific campaigns • Social media metrics measure social media accounts activity • Campaign monitor measures eDM activity	IT, Designated Officers	• Benchmark over 15/16 and set targets for 16/17

Endorsed by Council on 20 January 2015

	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
	Outcome 4- Increase % of resident satisfaction with Council overall				
1	Improve communication with those stakeholders less satisfied with Narrandera Shire Council	July 2015	• Improve communication with Business owners • Undertake research and engagement activity to develop strategy to improve communication with Young people	GM, ELT, Mayor Community Development Officer	• Research/engagement project completed to inform strategies • Strategies developed • Business strategy aligned to Digital Economy
2.	Remove communication silos to focus on audience interests and relevance	ongoing	• Information/messages/event to be coordinated across the organisation and communicated to community according to audience, not venue or directorate	Designated Officers	• What's On listings and advertising to include all events and activities
3.	Agreed plan and tactical activity delivery for all major campaigns	Ongoing	• Major campaigns identified • Written marketing and tactical plans agreed prior to their start • Staged review of planned activity v objectives throughout campaign	Tourism and Marketing Manager	• 100% tactical activity plan delivery for all major campaigns
4.	Implement the customer Service improvements identified in the Organisational Review	2015	• Community Satisfaction Survey	Admin Manager & ELT	• Timely response to issues including acknowledgement and outcome
	Develop a Brand Hierarchy	Sept 2015	• Include design elements, application rules and sub brands • Guidelines for use of logo	Tourism and Marketing Manager	• Overall reduction in use of outdated logos and obsolete Council brands
	Develop, promulgate Style Guide	Oct 2015	• Include templates, colour charts, file formats and design guidelines.	Tourism and Marketing Manager	• Compliance to style guide with tangible implementation across Council coordinated websites

Endorsed by Council on 20 January 2015

	Develop and implement a signage strategy and template	Dec 2015	• Sign audit completed • Signage policy created	ELT, Tourism and Marketing Manager	• New signage installation to have commenced.

	Outcome 5 - increase % in enquires relating to Narrandera Shire Council income generating activities				
	Action	**Time Line**	**Indicators**	**Person Responsible**	**Key Performance Measure**
1.	Implement Overarching Marketing Plan 2013-2017	ongoing	• Develop sub-strategies to address specific strategic objectives	Tourism and Marketing Manager	• Benchmark set for % of residents who feel Narrandera Shire Council delivers value for money; • Sub-strategies developed, implemented and evaluated
2.	Inform Narrandera Shire community about Narrandera Shire Council events, activities and venues	ongoing	• All events promoted through core channels and appear in 'What's On' listing (print and online) • Effectiveness is measured using range of tools outlined in strategy • Participants are surveyed on how they heard about specific events & activities	Project team	• Benchmark set for % of residents who are satisfied with provision of council information to the community • Increased participants to Narrandera Shire Council events, activities and venues (including from outside the shire)
3.	Develop individual marketing plan for all identified commercial businesses.	ongoing	• Work with relevant commercial businesses to identify positioning and develop marketing plans • Plan to support existing business plan and objectives	Airport Stadium	• Increased business enquiries/activity
4	Develop and implement marketing and PR strategy for Economic Development/Business investment	2015/2016	• Online, offline and media activities integrated • Agreed activity plan	Economic Development Officer	• Increased business/investment related enquiries • Promote Narrandera Shire across wider regional and metro areas as major investment destination
5	Develop and implement marketing and PR strategy for Tourism		• Online, offline and media activities integrated • Agreed activity plan	Tourism and Marketing Manager	• Increased Tourism enquiries • Promote Narrandera Shire across wider regional and metro areas as major tourism destination

	Action	Time Line	Indicators	Person Responsible	Key Performance Measure
	Outcome 6- increase % of Narrandera Shire Council employees who feel well informed about matters that directly affect them				
1	Implement the Internal Communications Plan Core Channels	Ongoing	• A range of activities and initiatives are developed to improve internal communications and to use all core channels • Repeat the Voice Project Staff Opinion survey in 2016 • Culture change that we are all here to help each other	GM, Directors, Managers	• Satisfaction with internal communications in 2016 (>80%) • %increase of staff who feel well informed about matters that directly affect them • Satisfaction with internal customer service • All teams are holding regular tool box meetings and team meetings
2.	Maintain an up to date and vibrant staff intranet (The Fridge) and Narrandera Shire Council website	ongoing	• Information is updated weekly to keep staff up to date • Intranet champions are appointed in each Directorate and responsible for updating content	ELT Designated Officers	• No. of hits to Intranet benchmarked • Content is updated weekly • Responses to Quick Poll and other Intranet surveys >65%
3.	Implement internal staff campaigns for specific issues including change management programs	ongoing	• Communications Plan is developed for each change campaign • Information is promoted using a range of touch points, including tool box / team meetings, posters, Intranet and staff noticeboards	Designated Project Manager	• Awareness is >70% • % Recall and uptake of internal staff campaigns (staff surveys/quick poll) • Awareness is > 70% of Council's mission and values
4.	Executive staff are seen by staff in the field	ongoing	• ELT members visit staff in the field. • Go to employees workplaces for meetings • Listen to feedback and respond	ELT members	• Satisfaction with availability of senior staff and that they are listening

Appendix 1 Narrandera Shire Demographics

The following is updated using the 30 June 2011 Census data:-

- At 30 June 2011 the Shire had a population of 5902, at the same date in 2010 the population was 6,280, similarly in 2009 it was 6,262, similarly in 2008 it was 6,208, similarly in 2007 it was 6,215 and in 2006 it was 6,267;
- Of the 5902 persons, 50.5% were female and 49.5% were male;
- Of the 5902 persons, 19.8% of the population were 65 + years of age which is above the State average of 14.7%;
- Of the 5902 persons, 10.0% of the Shire population were of Indigenous descent, 13.1% of the persons in Narrandera Town were of Indigenous descent;
- Of the 5902 persons, 8.5% spoke two or more languages at home;
- Of the 5902 persons, 33.7% completed year 10 with 25.5% completing year 12,
- Of the 5902 persons, 4659 were aged over 15 years of age, 2575 of which were in the workforce;
- Of the 4659 persons aged over 15 years of age, 18.4% obtained a tertiary Certificate, 4.5% obtained a tertiary Advanced Diploma with 7.5% having obtained a tertiary Bachelor Degree or above;
- Of the 2575 persons in the workforce, 60.3% were employed fulltime, 26.9% were employed part-time with 7.6% employed under other conditions;
- The Shire population density was 1.5 persons per square kilometre with the state average being 9.3 persons per square kilometre;
- There were 2647 dwellings in the Shire with 40.9% of dwellings fully owned, 29.4% were being purchased, 24.4% were rented with the remaining 5.3% occupied on other terms;
- The average household size was 2.4 persons with an average of 1.1 persons per bedroom;
- Of the total households in the Shire 59.6% had access to the internet;
- A total of 1508 families resided in the Shire;
- The median (i.e. the middle) housing loan repayment was $1,075 per month with a median rental per week of $140;
- The median (i.e. the middle) family income (including all occupants) was $1,013 per week with the median household (mostly the two significant persons in the household) being $810 per week with individual personal income being $453 per week.