

# REALISING THE POTENTIAL OF BASSENDEAN

## The Marketing and Communication Strategy

2005/2006

Prepared for



Prepared by



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## REALISING THE POTENTIAL OF BASSENDEAN

It is the view of the members of the Bassendean Town Council, the management team at the Town of Bassendean and indeed a significant proportion of the local community that Bassendean has a lot to offer as a place to live, work and re-create.

It is the view of the members of the Bassendean Town Council, and the management team at the Town of Bassendean that the area has huge potential.

However, it is apparent that this potential is yet to be realised.

Realising that potential is a major objective for the Town of Bassendean in the years ahead.

Realising that potential will require the implementation of an effective Marketing and Communication Strategy.

This point has been recognised by the Town of Bassendean.

In response, a Marketing and Communication Strategy has been developed for the Town of Bassendean. This document details that strategy.

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## SCOPE

This document specifically addresses the Marketing and Communication Strategy for the Town of Bassendean for the period July 2006 to June 2010.

The primary focus of this document is the marketing of the Bassendean area, incorporating the suburbs of Bassendean, Ashfield and Eden Hill.

Implementation of the strategy will begin in July 2006. The period October 2005 to June 2008 will be used to prepare for the implementation.

Annual reviews of progress towards the objectives will need to be undertaken on an annual basis with the strategy being fine tuned accordingly.

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## EXECUTIVE SUMMARY

This document outlines the Marketing and Communication Strategy for the Town of Bassendean for the period 2006/2007 to 2009/2010.

It is based largely on research undertaken for the Town of Bassendean in August 2005. A summary of that research is provided in Appendix One.

Key recommendations, as addressed in this strategy include the following:

- Aim to create an environment in which the potential of the Bassendean area can be realised.
- Target all key audiences including internal, local community, broader community, stakeholders and the media.
- Ensure that all marketing and communication is consistent with, and reflects the vision, mission and values as articulated in this document.
- Firmly position the Bassendean area vis-à-vis other areas in the metropolitan area.
- Adopt the positioning statement 'The community on the river'.
- Implement a comprehensive branding strategy for the Town of Bassendean.
- Reflect the branding of the Town of Bassendean in a new brand identity, incorporated in the new positioning statement.
- Ensure that all marketing and communication conveys a consistent theme and message.
- Give priority to 'communication' ahead of the production of 'collateral'.
- Establish the Town of Bassendean website as the focal point of the Marketing and Communication Strategy.
- Support the website with an intranet, public relations, events, meetings, relationship management and advertising.
- Streamline the collateral, focusing on service and facilities brochures, invitations, media packs and essential notices.
- Delete collateral inconsistent with the strategic objectives, including:
  - Town News;
  - Calendar;
  - Community Directory; and
  - Business Directory.

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- Produce the new marketing materials including banners, a display system and appropriate signage bearing the branding, for all Council facilities.
  - Maintain a consistent approach to content and tone throughout all communication.
  - Implement the strategy in accordance with the comprehensive program detailed in this document.
  - Implement the strategy in accordance with the comprehensive action plan and budgets detailed in the strategy.
  - Put in place an effective implementation and management system as detailed in this document.
  - Implement the issues management strategy detailed in this document.

Research suggests that a highly strategic, structured and coordinated approach to marketing and communication will ensure the achievement of the objectives outlined in this document. It will also ensure that they are achieved cost efficiently.

In presenting this document, Linc recognises that it may have conflicts of interest in terms of recommending the use of external consultants. At the time of writing this document however, Linc did not have contracts in place with the Town of Bassendean.

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## BACKGROUND

This strategy has been based on:

- Background information provided by the Town of Bassendean;
- Desk research undertaken by Linc; and
- Vital research undertaken on behalf of the Town of Bassendean.

A summary of the findings arising from this research is provided in Appendix One.

The following sections summarise the information gathered.

### **Bassendean Area**

Geographically, the area known as 'Bassendean' incorporates:

- Bassendean;
- Ashfield; and
- Eden Hill.

Key features of the Bassendean area include:

- Proximity to the city;
- Proximity to the Swan Valley;
- Proximity to the river;
- An area with significant potential;
- Prevalence of heritage sites; and
- Access to various transport routes.

Bassendean also offers a mix of land uses, including:

- Residential;
- Commercial;
- Retail;
- Restaurants and cafés; and
- Industrial.

Bassendean is by any measure a diverse region incorporating:

- A range of socio-economic backgrounds;
- A range of ethnic backgrounds; and
- Ample representatives of all age groups.

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## **Town of Bassendean**

The Town of Bassendean recognises the importance of marketing and communication, and the key role it will play in helping to ensure that the Bassendean area achieves its potential.

Whilst to date, a high priority has been placed on 'communication', a relatively low priority has been placed on 'marketing'. There is now recognition of the need to place a higher priority on 'marketing'.

Further, the Town of Bassendean has not had in place:

- Clear and unambiguous marketing objectives;
- A Marketing and Communication Strategy;
- A coordinated approach to marketing and communication;
- A system monitoring the impact of marketing and communication;
- Staff dedicated to marketing and communication; or
- Established relationships with external consultants.

The approach to marketing and indeed communication has been largely unstructured, reactive, tactical and intuitive.

In the future, the approach to marketing and communication needs to be more structured, proactive, strategic and well researched. This is a point recognised by the Town of Bassendean.

This objective is achievable over the four years, 2006-2007 to 2009-1010.

## **Audit**

On the basis of an audit of the marketing and communication activities of The Town of Bassendean, it is apparent that:

- Achievable marketing and communication objectives need to be set;
- A comprehensive Marketing and Communication Strategy needs to be developed;
- A structured approach to implementation and monitoring the impact of that strategy is required;
- This will be essential for a more coordinated, strategic and disciplined approach to branding;
- There is the potential to adopt a more client focused approach to marketing and communication, addressing community needs;
- The collateral produced by the Town of Bassendean can be reduced significantly without impacting negatively on marketing and communication;
- To date the focus on marketing and communication has been on the production of the collateral rather than communication;
- The potential of the internet for the Town of Bassendean is substantial and is not being realised;

- 
- The strong sense of community in the Bassendean area can be built on; and
  - Community perceptions need to be managed, and marketing and communication have a key role to play in the management process.

### **Surveys**

On the basis of a survey of stakeholders, and another of the broader community, it was apparent that:

- Bassendean is seen as an area with significant attractions;
- The river, heritage and proximity to the city are the primary attractions of Bassendean, along with transport and related infrastructure;
- The attractions of Bassendean are not well communicated;
- Some additional infrastructure is required if Bassendean is to achieve its potential, particularly in terms of attracting people to live, work and recreate in the area;
- The attitudes towards the Bassendean area and the Town of Bassendean are generally positive, but these attitudes can be built on;
- The development potential of the Bassendean area is significant, and growing;
- There is the potential to be build on the current sense of community and further enhance that sense of community;
- There is a very real need for effective branding of facilities by the Town of Bassendean within the Bassendean area; and
- There is support for closer ties between the Town of Bassendean and the business community within the area, and with interests in the area.

### **Media**

It was evident from discussions with the media and the staff of the Town of Bassendean that:

- There is the potential to build on the positive relationship with the media; and
- There is the potential to develop a more proactive approach to media relations.

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# MARKETING & COMMUNICATION

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## OBJECTIVES AND PRIORITIES

It will be essential to set clear objectives and priorities for the 2005/2006 year and beyond.

### **Strategic Objective**

The overall objective for this strategy must be to:

- Create an environment in which the potential of the Bassendean area can be realised.

### **Strategic Priorities**

In addressing this strategic objective, priorities for 2006/2007 – 2009/2010 will include:

- Internal audiences;
- The community; and
- Key stakeholders.

Effective internal communication will be critical to the long-term success of the Town of Bassendean.

Whilst there is a medium term requirement to address the broader metropolitan community, the primary focus must be the local community.

Key stakeholders, including those based outside of the area, will be an important priority. A higher standard of communication with stakeholders will be essential.

### **Marketing and Communication Objectives**

The communication objectives for the Town of Bassendean for the period 2006/2007 to 2009/2010 will include:

- Maximising the awareness and understanding of the attractions of the Bassendean area;
- Maximising the awareness and understanding of the facilities available within the Bassendean area;
- Maximising the appreciation of the infrastructure available through, and the activities undertaken by, the Town of Bassendean;
- Firmly 'branding and 'positioning' Bassendean, and establishing an optimal image for the area;
- Firmly establishing the perception that the Town of Bassendean consults widely, and is responsive to input; and
- Firmly establishing the perception that the Town of Bassendean is open, honest and accessible to the community and key stakeholders.

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## **Marketing and Communication Priorities**

In addressing these objectives, priorities for the Town of Bassendean will include:

- Reaching out into and engaging the community;
- Shifting the focus from collateral to communication;
- Establishing a proactive approach to communication; and
- Effectively communicating key sources of information.

The Town of Bassendean needs to reach out into the community and to stakeholders providing the information they require.

The focus needs to shift from producing brochures to providing readily accessible information, in a timely manner to all target audiences.

The reactive approach to communication needs to be replaced by a proactive approach.

All targets audiences need to understand the available information, and most importantly, how to source that information quickly and efficiently.

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## MARKETS AND AUDIENCES

Key target markets and audiences to be addressed in the Marketing and Communication Strategy for the Town of Bassendean will include the following:

### **Internal**

- Councilors;
- Staff; and
- Contractors.

### **Local Community**

- Residents;
- Business;
  - locally based
  - locally operated.
- Groups;
  - community
  - sporting
  - business.

### **Broader Community**

- Potential residents; and
- Potential investors.

### **Stakeholders**

- Investors;
  - existing
  - potential.
- Government;
  - ministers
  - members
  - agencies.

### **Media**

- Local; and
- Metropolitan.

Internal target audiences will be a priority. For the key messages to be well communicated to the broader community, they must first be understood and embraced by internal audiences.

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The local community will be a priority for the duration of the period during which this Marketing and Communication Strategy is implemented.

The broader community, whilst not a priority in 2006/2007 and 2007/2008, will become an increasingly important priority in subsequent years.

Clearly, there are a number of stakeholders who have, or could potentially have a relationship with the Town of Bassendean and the Bassendean area. A high standard of communication will ensure a higher standard of relationship with these stakeholders.

The 'media', whilst not important in their own right, are an important conduit for communicating with the broader community, and indeed key stakeholders. The local media will be particularly important in 2005/2006. The metropolitan media will become more important in the years ahead.

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## VISION, MISSION AND VALUES

The vision, mission and values of the Town of Bassendean have been well documented.

### **Vision**

The vision for the Town of Bassendean is summarised as follows:

- ‘By 2030, the Town will be a highly accessible urban village offering a cohesive, vibrant and diverse community lifestyle and a thriving local business economy within a quality built and natural environment’.

### **Mission**

The mission of the Town of Bassendean is to:

- ‘strengthen our community, foster economic prosperity and protect and enhance the environment’.

### **Values**

The key values of the Town of Bassendean include:

- People;
- Excellence;
- Heritage;
- Partnerships; and
- Sense of place.

Research suggests that these vision and mission statements, together with these values, are entirely appropriate.

The previously articulated values relating to communication, integrity, sustainability and leadership, are also considered entirely appropriate.

They now need to be communicated to the broader community and key stakeholders, most of who are not aware of them.

Certainly, at the time this report was prepared, it was apparent that this vision, mission and these values were not understood within the community or amongst stakeholders.

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## POSITIONING AND BRANDING

Positioning and branding are critical issues for every Marketing and Communication Strategy.

### **Positioning**

The Bassendean needs to be clearly positioned vis-à-vis other areas in the Perth metropolitan area.

Bassendean must be positioned as:

- A community;
- Incorporating a village;
- Close to the river;
- Rich in heritage;
- Close to the city;
- Close to the Swan Valley; and
- Accessible and convenient.

Bassendean should be positioned as:

- Prolific in opportunities;
- Well catered for in terms of facilities;
- Well catered for in terms of transport; and
- An excellent place to live, work and recreate.

Further, this positioning needs to be reflected strongly and consistently in all marketing and communication.

### **Positioning Statement**

Reflecting this positioning, the preferred positioning statement for the Town of Bassendean will be:

- 'The community on the Swan'.

This positioning statement serves to emphasise the:

- Community/village environment;
- Proximity to the river;
- Proximity to the City;
- Proximity to the Swan Valley;
- Heritage values of Bassendean; and
- The uniqueness of the area.

### **Branding**

The Town of Bassendean needs to be clearly branded. The branding of the Town of Bassendean needs to be well understood by all target audiences.

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The Town of Bassendean needs to be seen as:

- Open and accountable;
- Engaging and sensitive;
- Progressive and supportive;
- Commercial and businesslike; and
- Effective communicators.

These components, key messages or concepts should ideally be communicated in the marketing and communication campaign and associated collateral.

The branding should also communicate the key values espoused by the Town of Bassendean including:

- People;
- Excellence;
- Heritage;
- Partnerships; and
- A sense of space.

For the branding to be effective, it is essential that it is first embraced internally and is reflected in the culture of the organisation and the behavior of each and every individual working within the organisation.

### **Brand Identity**

The key element of branding is the brand identity.

Whilst the brand identity for the Town of Bassendean is not a critical issue, it is nonetheless important. Ideally, prior to July 2006, the Town of Bassendean should:

- Review the current logo and logo type; and
- Develop an implementation strategy for the revised logo and logo type.

It will not be necessary to develop new brand identity, however it will be desirable to upgrade the current brand identity.

It is recognised that the revised brand identity will need to be implemented over time, and as such an implementation strategy needs to be developed.

At the same time, it will be prudent to:

- Review the positioning statement; and
- Update the style guide.

A new positioning statement has been recommended and needs to be incorporated with the brand identity.

The new brand identity needs to be reflected throughout a new style guide.

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## **Brand Management**

The Town of Bassendean brand is an asset, and indeed a valuable commodity. Therefore, it needs to be well managed.

With a review of the logo and positioning statement, there is a requirement to update the style guide. Along with a new style guide, the Town of Bassendean requires a brand management strategy. This strategy will involve:

- Making the style guide available to all staff;
- Informing all staff of the requirements in relation to the style guide;
- Appointing one staff member the 'guardian' of the style guide;
- Ensuring that all materials produced for the Town of Bassendean are signed off by the guardian to indicate that they conform with the style guide; and
- A rollout program with the application of the new brand identity across all items of communication over a 24-month period.

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## THEMES AND MESSAGES

Each item of communication will have its own messages. All items of communication and all marketing and communication collateral, should however reflect key themes, and should ideally communicate a number of key central messages.

### **Themes**

The themes running through all marketing and communication will vary from year to year, depending upon the priorities in any particular year.

However, priority will be given to communicating the vision, mission, values and branding of the Town of Bassendean and the positioning of the Bassendean area, as articulated in previous sections of this document.

Throughout the period 2006/2007 to 2009/2010, essential themes in the marketing and communication will relate to:

- Community;
- Attractions;
- Facilities;
- Opportunities; and
- Commitment.

The campaign needs to build on the sense of community and further enhance this sense of community.

The campaign needs to draw attention to the attractions of the region, and highlight the facilities available.

The campaign needs to demonstrate the commitment of the Town of Bassendean to high quality, two-way communication.

Finally, the campaign needs to draw attention to the significant opportunities that exist for business, investors and indeed the broader community in the Town of Bassendean.

### **Messages**

Key messages to be communicated may be considered on two levels:

- Specific; and
- Overall.

Specific messages will vary from audience to audience, and from item to item. It is critical however that in preparing any item of communication, due consideration be given to:

- The objectives; and
- The messages to be communicated.

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With this in mind, it will be a requirement that before any item of communication is produced, there is first a statement of the objectives and the key messages to be communicated.

Overall messages will flow through and to every extent possible, be incorporated in all communication. They will be used to:

- Position the Bassendean area; and
- Brand the Town of Bassendean.

Key messages relating to the Bassendean area will include:

- Bassendean is a community on the Swan River, rich in attractions for residents and visitors;
- Bassendean is conveniently located, on the river, close to the City and a gateway to the Swan Valley;
- Bassendean has the core facilities, services and infrastructure necessary to develop and create opportunities; and
- The opportunities for development and for people to live, work and recreate in Bassendean are substantial.

In terms of the Town of Bassendean, key messages will include:

- The Town of Bassendean is committed to the development of the region, and to enhancing the available services, facilities and infrastructure;
- The Town of Bassendean is willing to partner with business, investors and other stakeholders to develop and enhance the Town of Bassendean;
- The Town of Bassendean is committed to community consultation, and to an engaging approach to communication and development; and
- The Town of Bassendean is committed to open, frank and honest communication to the sharing of critical information.

## **Branding**

One of the key roles of branding is to identify the Town of Bassendean with the facilities, services and the structure it provides; and at the same time, identify the facilities, services and infrastructure with the Town of Bassendean.

In this regard, key messages being communicated will include:

- 'This is a facility provided by the Town of Bassendean';
- 'This is a service provided by the Town of Bassendean'; and
- 'This is an example of the Town of Bassendean working in partnership'.

The priority in this strategy is 'marketing'. With this in mind, a clear distinction needs to be drawn between 'communication' on the one hand, and 'collateral' on the other.

Introducing 'collateral' involves making information available. 'Communicating' involves proactively transmitting a message.

From a marketing and communication perspective, the priority modes of communication for the Town of Bassendean will be:

- Website;
- Intranet;
- Public Relations;
- Events;
- Meetings;
- Relationship Management; and
- Advertising.

### **Website**

The Town of Bassendean website needs to become the centerpiece of the Town's Marketing and Communication Strategy.

Ideally, this website should be established as a community portal, providing an overview of issues relevant to the Town of Bassendean, and the Bassendean area as a whole.

As a community portal, this site may even incorporate business directories, and in time generate revenue from local advertisers.

It should ideally become a key source of information for people living within and anyone interested in the Bassendean area.

In due course, it will become the most effective and the most cost efficient means of communicating with local community, the broader community and all key stakeholders.

With this in mind, the website for the Town of Bassendean needs to:

- Be redeveloped to reflect appropriate branding;
- Be upgraded to incorporate all critical information in a readily accessible manner;
- Be optimised and widely promoted to maximise usage;
- Incorporate a feedback loop to facilitate two-way communication;
- Incorporate a content management system to facilitate daily updates, in-house; and
- Incorporate reciprocal links to a range of other relevant sites.

Developing an appropriate website will be a priority.

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Whilst the website developed for the Town of Bassendean library is substantially better than that for the Town of Bassendean, it still fails to give due consideration to the parameters outlined in the Town of Bassendean design style guide.

With a view to facilitating internal communication, the website should ideally incorporate an 'intranet' to facilitate the flow of information within the organisation.

### **Intranet**

The intranet, attached to the website, will prove a very effective way of maintaining a high standard of internal communication.

The incorporation of a content management system into the intranet will facilitate regular updates of the website for little or no cost, with a view of ensuring that all internal audiences have access to up to date information in relation to key issues.

### **Public Relations**

The approach to public, and media relations needs to be proactive.

More time will be devoted to developing and exploiting relationships with local and metropolitan media.

To facilitate this:

- A media database will be developed and maintained;
- A media pack will be developed and distributed;
- Bi-monthly functions will be scheduled;
- Weekly contact with the media will be scheduled; and
- Media relations will be discussed at marketing and communication meetings.

A media database needs to be developed and maintained. This will facilitate the distribution of media releases etc.

A media pack needs to be established for distribution to all media. Providing an overview of the Bassendean area and the Town of Bassendean, this media pack should be distributed six monthly.

Media should be invited to 'boardroom lunches' on a quarterly, rotational basis.

Local media should be contacted at least weekly, prior to the publication of the newspaper to discuss key issues.

Media relations will be an item on the agenda for all marketing and communication meetings.

A close working relationship needs to be established with the media. They need to be kept informed, spoken with on a regular basis and briefed at least bi-monthly. A target of one media release per week should be set.

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## **Events**

The Town of Bassendean already stages a number of highly successful events. These include:

- Multicultural Food Fair;
- Photographic Awards;
- Australia Day Celebration;
- Valentines Day Concert;
- Pet Parade;
- NAIDOC Family Day;
- Tales Under The Trees;
- Community Fair and Expo; and
- Carols By Candlelight.

These events should continue.

At the same time, these events need to be better used as a means of communication. A booth should be established at events to provide the Town of Bassendean with the opportunity to offer information of interest to the community proactively.

A standard booth or signage unit would be developed for use at all events staged by, or in conjunction with the Town of Bassendean.

## **Meetings**

Face to face communication is almost always the most effective form of communication.

Four categories of meetings will be important:

- Internal;
- Stakeholder;
- Community; and
- Media.

With a view to keeping staff well informed, and in a position to reflect the culture and values of the organisation and their behaviour, regular meetings will be essential. Ideally, these meetings would occur at least bi-monthly.

Stakeholder meetings will also be important.

For the Town of Bassendean, this might involve:

- Monthly 'boardroom lunches'; and
- Bi-monthly 'incentive meetings'.

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Monthly 'boardroom lunches' might be scheduled by the Town of Bassendean with a view to inviting stakeholders to visit the Town of Bassendean offices, meet with senior management and councilors and receive a briefing in relation to the Town of Bassendean.

With a view to engaging with the local community, monthly shopping centre visits will be scheduled. These will involve members of the management team and councilors staffing a stall or booth in the local shopping centre.

This will provide the community with the opportunity to ask questions about the activities of the Town of Bassendean. It will also provide the opportunity for the Town of Bassendean to distribute information of interest to the community.

As part of the public relations function, bi-monthly media meetings might be scheduled.

### **Relationship Management**

With a view to ensuring that all audiences are kept well informed, a bi-monthly 'Town of Bassendean newsletter' is to be produced.

This newsletter would provide reasonably up to date information, news and an overview of facilities, services and events of interest to the community.

Ideally, this newsletter should be:

- Posted on the Town of Bassendean website; and
- Placed as an 'advertorial' in the Eastern Suburbs Reporter.

Placing the newsletter online will be more cost effective than mailing it to members of the local community and key stakeholders.

The internet also gives it a much broader distribution.

It is anticipated that the online newsletters will be no more than 2 A4 pages in length, and that press advertisements will be approximately 20cm by 3 columns in size.

An abbreviated version of this newsletter will form the principal content of a bi-monthly newsletter column in the Eastern Suburbs Reporter.

The youth newsletter 'IDIOM' will continue to be produced on a regular basis.

This newsletter will also be placed on the Town of Bassendean website, as opposed to being printed and physically distributed.

### **Advertising**

Advertising will be used on a very limited basis, but will nonetheless be important.

An advertising campaign will be used to launch and drive traffic to the new Town of Bassendean website. A series of small space advertisements will be placed in local and metropolitan publications, encouraging the community and stakeholders to visit the Town of Bassendean website.

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All functions and events will also need to be advertised in local publications. All advertisements will be designed consistent with the specifications of the style guide.

Depending upon the available budget, priority will also be given to advertising facilities within the Town of Bassendean with a view to ensuring that the local community and local stakeholders are familiar with the range of facilities and services available within the region.

An annual schedule needs to be developed.

The primary media for all public relations and advertising purposes will be:

- Eastern Suburbs Reporter; and
- The West Australian.

Advertising is intrusive, and is an effective way of actively communicating with target audiences. It is also a convenient way of providing small bite sized amounts of information on a regular basis.

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## COLLATERAL AND MATERIALS

Some collateral and materials will be required to support the communication campaign with all collateral and material directing the audience to the website for further information.

### **Collateral**

The primary collateral will include:

- The range of community services and facilities brochures
- Collateral required from time to time might include:
- Invitations;
- Media packs; and
- Notices.

Documentation required from time to time might include:

- Corporate plan; and
- Annual report.

All other items of collateral used in previous years would best be deleted, with the funds saved being diverted to the redevelopment of the website.

### **Materials**

Materials required to support the communications campaign will include:

- Banners, for use at events etc;
- A display system, for community forums; and
- Signage, for all council offices and facilities.

### **Style Guide**

Ideally, these documents should be produced in digital format and placed on the internet.

Whilst summaries of these documents may be incorporated into the regular newsletter, printing and distributing these documents is not recommended.

Having said that, a small number of annual reports, as many as 50, may be produced for limited distribution.

All collateral and materials will be produced in a manner which conforms with the requirements of the Town of Bassendean style guide.

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## CONTENT AND TONE

The content and tone of all marketing and communication, including collateral and general materials, needs to be consistent with the overall theme, positioning, branding and values of the Town of Bassendean.

### **Content**

The content of collateral, materials and other items of communication will vary from item to item and from time to time.

It is important however, that this content consistently address:

- Key messages; and
- The revised visual branding, as specified in the style guide.

The overall messages and themes need to be consistently communicated throughout all marketing materials and items of communication.

Equally, a consistent look and feel needs to flow through all marketing materials and items of communication.

It is also important that the content address:

- The audience; and
- Their behaviour.

Every item of communication should be written and produced with a specific stakeholder focus, providing information that the audience is interested in, in a way that will ensure the community is given due consideration.

Due consideration will also be given to the role of marketing and communication in managing human behaviour. The behavioural outcomes likely to flow from the preparation of marketing and communication materials will be given due consideration during the preparation process.

To this end, prior to preparing any item of communication, it will be encumbered upon the staff member concerned to indicate, in addition to the primary objectives and messages, the behavioural outcome being sought.

### **Tone**

It is also important that an appropriate tone and writing style be maintained. In this regard:

- The tone should be open, positive and stakeholder focused;
- The copy should be short, succinct and to the point;
- The presentation should be simple and readily consumable; and
- The design should be friendly, welcoming and community oriented.

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Moreover, the focus in all marketing and communication should be 'communication' ahead of the 'provision of information'.

The tone of all marketing and communication needs to be consistent with the vision, and values, as articulated previously in this document.

Driving the achievement of the objectives will be a core strategy and a comprehensive program.

### **Strategy**

A highly structured and strategic approach to marketing and communication will be essential. That approach needs to be:

- Proactive;
- Responsive;
- Coordinated;
- Focused;
- Contemporary; and
- Engaging.

It will be critical to place a high priority on:

- Reaching out into the community, as opposed to expecting the community to seek information;
- Demonstrate sensitivity to the needs and wants of the audience and focus on communication ahead of the provision of information; and
- Engage with the target audience, reflecting an audience-focused approach to marketing and communication.

The strategy also needs to incorporate:

- A strategic and methodical approach to branding and the implementation of the branding strategy; and
- A commitment to the positioning of the Bassendean area and the Town of Bassendean and reflecting this in all marketing and communication; and
- A comprehensive management system to ensure implementation, ongoing monitoring and fine-tuning.

The approach to marketing and communication needs to be highly disciplined, particularly in terms of ensuring that for each and every item of communication there is:

- A clear purpose;
- Clear objectives;
- An agreed message; and
- A consistent approach to branding.

A system will be implemented to ensure this is the case.

## Program

The period 2005/2006 will be a year of preparation. Existing strategies for 2005/2006 will be implemented. At the same time, preparation will occur for the implementation of longer-term strategies in 2006/2007 and beyond.

The program for each of the years 2006/2007 to 2009/2010 might be summarised as follows.

ITEM/MODE	ACTION/INITIATIVE	AUDIENCE	TIMING	RESPONSIBLE
<b>Website</b>	Update	All	Weekly	TOB
<b>Intranet</b>	Update	Internal	Weekly	TOB
<b>Local Media</b>	Touch Bases	Media	Weekly	TOB
	Release Issue		Weekly	TOB/Consultants
	Meetings		Bi-Monthly	TOB/Consultants
<b>Events</b>	Multicultural Food Fair	All		
	Photographic Awards			
	Australia Day Celebrations			
	Valentines Day Concert			
	Pet Parade			
	NAIDOC Family Day			
	Carols by Candlelight			
<b>Meetings</b>	Team	All	Bi Monthly	TOB
	Stakeholder Lunches		Monthly	TOB
	Shopping Centre Forums		Bi Monthly	TOB
<b>Relationship Management</b>	General Newsletter / Advertorials	All	Bi Monthly	TOB/Consultants
	IDIOM Newsletter		Bi Monthly	TOB/Consultants
<b>Advertising</b>	Website	All	Monthly	TOB/Consultants
	Functions & Events		As appropriate	TOB/Consultants
	Annual Schedule		Monthly	TOB/Consultants
<b>Collateral</b>	Service & Facilities Brochures	All	As required	TOB/Consultants
	Invitations & Notices		As required	TOB/Consultants
	Corporate Plan		Annually	TOB/Consultants
	Annual Report		Annually	TOB/Consultants
<b>Management</b>	Marketing & Communication Meetings	N/A	Monthly	TOB/Consultants
	Strategic Reviews	N/A	Quarterly	TOB/Consultants

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## RESOURCES AND FUNDING

Key issues in terms of resources and funding will include:

- Human resources; and
- Partnerships.

### **Human Resources**

There is a clear requirement for one senior individual within the Town of Bassendean to:

- Take responsibility for the implementation of this;
- Chair marketing and communication meetings;
- Provide 'guardianship' for the style guide; and
- Monitor and report on the impact of the Marketing and Communication Strategy.

There is also a requirement for more resources to be devoted to:

- Media relations; and
- Stakeholder meetings.

To address this, the Town of Bassendean needs to:

- Designate an existing manager to take responsibility for marketing and communication; and
- Engage external consultants to deliver services on a fee for service basis.

Given the range of expertise required, this is considered to be the most cost effective approach.

### **Partnerships**

Significant potential would appear to exist to establish partnerships between the Town of Bassendean and key stakeholders. This is particularly so with regard to the business community and investors.

Research suggests that a 'business advisory group' might be established.

Whilst this concept has been addressed previously, without receiving broad support from the business community, given clear objectives and a clear strategy, it may well prove more popular into the future.

This may also be a case of 'build it and they will come'. In other words, support for a business advisory group is unlikely to be forthcoming until such time as such as group is established and until such time as it has clear:

- Objectives;
- Strategies; and
- Processes.

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Partnerships should also be encouraged on an ad-hoc basis, particularly with regard to:

- Publications; and
- Events.

The opportunity for partnerships needs to be an item on the agenda for all monthly marketing and communication meetings.

A sponsorship policy will be developed and incorporated into this document.

Potential sponsors and alliance partners will be consulted at the 'boardroom lunches' and other meetings.

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## IMPLEMENTATION AND MANAGEMENT

This strategy must be implemented in accordance with the 'program', 'action plan' and 'budgets' outlined in this document.

With a view to ensuring effective implementation the following will be required:

- An internal launch;
- Ongoing management;
- Monthly marketing and communication meetings; and
- Quarterly strategic planning reviews.

### **Internal Launch**

Internal launch events should ideally be organised.

These events should be used to introduce the Marketing and Communication Strategy to:

- Councilors;
- The management team; and
- Staff as a whole.

A range of events may be required. At each of those events it would be essential to address:

- The nature of the strategy;
- The rationale for the strategy;
- Responsibilities of personnel; and
- The benefits to be delivered.

### **Ongoing Management**

Critical to the ongoing management of the strategy will be:

- The appointment of a 'guardian' of the brand;
- Implementing a 'sign off' procedure for all marketing materials; and
- Developing a 'sign off' will ensure that all marketing material have a clear;
  - Purpose
  - Objective
  - Message
  - Branding approach.

In terms of branding, it will be critical to develop a program for the:

- Refinement of the logo;
- Refinement of the style guide; and
- Roll out of the branding.

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The roll out of the branding will need to address all items of communication including:

- Stationary;
- Collateral;
- Signage;
- Displays;
- Building identification;
- Vehicles; and
- Uniforms etc.

Finally, it would be important to:

- Undertake quarterly discussions of the strategy with internal audiences, to ensure engagement and 'buy-in';
- Ensure that one individual is ultimately responsible for marketing and communication within the Town of Bassendean; and
- Engage external consultants to provide support in the documentation of the strategy.

### **Monthly Marketing and Communication Meetings**

Monthly marketing and communication meetings will be used to:

- Review marketing and communication for the month past; and
- Agree on the approach for the month ahead.

Key items on the agenda will include:

- Performance against action plan;
- Performance against budgets;
- Program review;
- Media relations opportunities; and
- Other opportunities.

### **Quarterly Reviews**

Quarterly strategic planning reviews will be scheduled with a view to reviewing the impact of the strategy and fine-tuning the strategy as and where indicated.

A single individual/senior manager within the Town of Bassendean will be responsible for providing the implementation of the Marketing and Communication Strategy by chairing monthly marketing and communication meetings and quarterly strategic planning workshops.

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## ACTION PLAN AND BUDGETS

Essential to the implementation of the strategy will be an action plan and budgets.

### **Action Plan**

The proposed action plan follows.

<b>ITEM</b>	<b>ACTION</b>	<b>TIMING</b>	<b>RESPONSIBILITY</b>
<b>Marketing &amp; Communication Strategy</b>	Ratification	Nov 2005	TOB
<b>Brand Identity</b>	Review & Ratify	Feb 2006	Consultants/TOB
<b>Positioning Statement</b>	Review & Ratify	Feb 2006	Consultants/TOB
<b>Style Guide</b>	Review & Ratify	Feb 2006	Consultants/TOB
<b>Branding</b>	Strategy Development & Confirmation	April 2006	Consultants/TOB
	Implementation Strategy	April 2006	Consultants/TOB
	Implementation	June 2006	TOB
<b>Website &amp; Intranet</b>	Establish New Site	May 2006	Consultants/TOB
	Confirm Maintenance Program	May 2006	TOB
	Confirm Upgrade Program	May 2006	Consultants/TOB
	Upgrade Implementation	June 2006	Consultants
<b>Public Relations</b>	Establish Media Database	June 2006	Consultants/TOB
	Confirm Maintenance Program	June 2006	TOB
	Develop Media Pack & Schedule Meetings	June 2006	Consultants/TOB
<b>Launch of Strategy &amp; Program</b>	Management Meetings	Jan 2006	TOB
	Staff Meetings	Jan 2006	TOB
	Staff Newsletters	Jan 2006	TOB
<b>Newsletters</b>	Design Templates	Mar 2006	Consultants
<b>Advertising</b>	Design Templates	Mar 2006	Consultants
	Develop Schedules	Mar 2006	Consultants
<b>Issues Management</b>	Confirm Systems & Procedures	Jan 2006	TOB
	Communicate Key Detail to all Staff	Jan 2006	TOB
<b>Collateral</b>	Design Updated Collateral	Mar 2006	Consultants
	Produce Updated Collateral	As Required	TOB/Consultants
<b>Materials</b>	Design & Produce Banners	Jun 2006	Consultants
	Design & Produce Display System	Jun 2006	Consultants
	Update Council Office & Facilities Signage	Jun 2006	TOB
<b>Marketing &amp; Communication Strategy</b>	Review & Update	Quarterly	TOB/Consultants

## Budgets

The following budgets are set for the remainder of 2005/2006 and beyond.

ITEM	2005/6	2006/7	2007/8	2008/9	2009/10
Marketing & Communication Strategy	\$15,000				
Positioning Statement	Nil				
Brand Identity Review	\$3,000				
Style Guide Update	\$3,000				
Brand Management Strategy	\$1,000				
Brand Management Strategy - Implementation		TBC	TBC	TBC	TBC
Website Setup	\$25,000				
Website Upgrades		\$10,000	\$10,000	\$10,000	\$10,000
Media Database	\$1,000				
Media Pack	\$500	\$500	\$500	\$500	\$500
Newsletter – Setup	\$2,500				
Newsletter – Productivity		\$6,000	\$6,000	\$6,000	\$6,000
Advertising Templates	\$2,500				
Advertising & Advertorial Production		\$6,000	\$6,000	\$6,000	\$6,000
Advertising & Advertorial Media		\$20,000	\$20,000	\$20,000	\$20,000
Collateral Design Update	\$2,500				
Collateral Production		\$20,000	\$20,000	\$20,000	\$20,000
Design & Produce Banners	\$2,500				
Design & Produce / Update Display System	\$8,000	\$1,000	\$1,000	\$1,000	\$1,000
Marketing & Communication Strategy Review		\$1,500	\$1,500	\$1,500	\$1,500
Events	TBC	TBC	TBC	TBC	TBC
Stakeholder Meetings		\$9,000	\$9,000	\$9,000	\$9,000
Shopping Centre Forums		\$6,000	\$6,000	\$6,000	\$6,000
Annual Report	TBC	TBC	TBC	TBC	TBC
Corporate Plan	TBC	TBC	TBC	TBC	TBC
General Consultancy	\$16,000	\$12,000	\$12,000	\$12,000	\$12,000
Media Releases	-	\$12,000	\$12,000	\$12,000	\$12,000
Event Invitations & Notices	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000

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Items deleted from the budget, as it was framed for the 2005/2006 year include the following:

- Town News (amount saved \$16,905);
- Calendar (amount saved \$13,994);
- Business Directory; and
- Community Directory.

The savings generated from the deletion of these documents will contribute to funding the new initiatives, including the development of an updated website.

Overall, the strategy provides for a more effective outcome with no increase in total expenditure on marketing and communication.

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# **ISSUES & CRISIS MANAGEMENT**

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## OBJECTIVES

The principal objectives for the Crisis Communication Strategy will be to:

- Minimise the incidence and negative impact of a crisis;
- To be prepared in the face of a crisis and respond effectively;
- Minimise the demand on resources as a result of each crisis; and
- Turn the 'negative event' into a 'positive story' where possible.

Wherever possible, crises should be avoided. However, when they do occur, it is essential that the Crisis Communication Strategy facilitates minimising the impact of the crisis.

If crises are handled very well, there is often the potential to turn the negative into a positive, highlighting the effective, efficient and responsible way that the organisation dealt with the crisis.

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## CRISIS MANAGEMENT PLAN

It is critical that this Crisis Communication Strategy is fully intergrated into and compatible with the Town of Bassendean's Crisis Management Plan.

Policies pertinent to issues and crisis communication and indeed, the Crisis Management Plan for the Town of Bassendean include the following:

### **Priorities**

- The first priority is to ensure the safety and security of the community at large;
- The second priority is to take immediate action to contain the crisis, limit access to the crisis area and organise emergency services; and
- The third priority is to complete a 'Crisis Report' (See sample in Appendix Seven).

### **Policies**

- All crises will be managed by the Crisis Management Committee (CMC), with the assistance of external consultants as required;
- The CMC will ensure that all facts with regard to an issue, crisis or potential crisis are gathered in a timely manner, before communicating with the media or stakeholders; and
- Only members of the CMC will speak with or issue statements to the media, with all media enquiries being directed to the relevant member of the CMC or, if in doubt, the nominated spokesperson.

### **Communication**

- A database of consultants and key stakeholders will be maintained to facilitate efficient communication with these groups in a time of crisis;
- All key stakeholders will be kept informed and provided with copies of media statements during the course of crises. Stakeholders include;
  - Emergency Services,
  - Town Councillors,
  - Employees,
  - Media, and
  - Local community.

- 
- Maintain a proactive approach to general public relations, issues management and crisis management, ensuring that the DPA;
    - Is pro-active,
    - Is honest,
    - Limits comment to factual statements and areas of expertise,
    - Calls on experts to comment where expertise is limited, and
    - Only communicates the facts, avoiding speculations and subjective comments.
  - All communication between the Town of Bassendean and stakeholders, especially the media, to be monitored and recorded.

All verbal media statements will be reinforced by a written release, to minimise the likelihood of misquoting.

The Town of Bassendean website will be kept up-to-date with relevant and constructive information before, during and after a crisis.

CMC will meet quarterly to discuss issues, review procedures and ensure that they are prepared for a crisis.

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## STRATEGY

The core of the Crisis Communication Strategy will involve:

- Establishing a 'defensible image';
- Anticipation of issues in advance of them becoming crises;
- Establishing clear policies to guide management of crises;
- Establishing a CMC to manage crises;
- Categorising crises that may occur to clearly define response;
- Documenting procedures for the management of crises;
- Ensuring the resources and skills needed to manage crises are in place; and
- Maintaining a good corporate public image throughout the crises.

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## DEFENSIBLE IMAGE

Minimising the negative impact of a crisis must be made as easy as possible by establishing and maintaining a 'defensible image' for the Town of Bassendean.

Implementation of the broader communication strategy and, in particular, the stakeholder relations strategy, will play a key role in ensuring the success of this Crisis Communication Strategy.

In essence, developing a 'defensible image' will involve building up a store of positive 'credit' so that when a problem occurs, it is seen as being less significant in the context of the overall image, performance and contribution being made by the Town of Bassendean.

Additionally, an active public relations campaign, highlighting the good works, the achievements, the successes, the contributions and the good corporate standing of the Town of Bassendean would be of great value.

Public Relations should be actively used to develop an appropriate image of the Town of Bassendean and to ensure that all target audiences see the group as competent, professional, progressive and ethical. The more effectively this image and positioning are reinforced, the more defensible will be the image of the Town of Bassendean.

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## ANTICIPATION

Anticipating a potential crisis is not always possible. Where possible, however, the identification of the crisis or potential crisis and relevant action in advance ensures that it can be more readily addressed – if not avoided altogether.

Issues management is much easier than crisis management. The difference between the two is inevitably anticipation. If a potential crisis is anticipated, it becomes an issue which can be managed in a manner that will avoid, or at the very least minimise, the impact of the crises.

Potential crises can be anticipated by:

- Maintaining 'potential issues' and 'potential crises' as permanent items on the agenda for monthly communication meetings;
- At the commencement of each month, determining the likely 'potential issues' and 'potential crises' and the key indicators; and
- Developing a corporate philosophy and culture of being sensitive to issues in advance, and acting in advance to ensure that these do not become crises.

A standard Crisis Report should be completed when an issue or crisis is anticipated and then sent through to the Chief Executive Officer for discussion by the CMC (see point below for outline of committee), or tabled at a regular monthly meeting.

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## CRISIS MANAGEMENT COMMITTEE

All crises will be managed by the CMC.

The CMC of the Town of Bassendean will consist of:

- Permanent members;
- Alternative members; and
- Casual members.

The permanent members will be:

- Chief Executive Officer; and
- Mayor.

The alternative members will be:

- Acting Chief Executive Officer; and
- Deputy/Assistant Mayor.

The casual members will be:

- Internal;
  - [Town of Bassendean to nominate]
- External;
  - Communication Consultants
  - Legal consultants

Alternative members will stand in for the permanent members, where the permanent members are unavailable.

Casual members will be co-opted by the permanent numbers, as and when required.

The Mayor will be a permanent member of the CMC, and will, with more serious crises, be the spokesperson for the Town of Bassendean.

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## CRISIS CATEGORIES

Crisis may be categorised by:

- Responsibility;
- Type; and
- Category.

### **Responsibility**

Not all crises that occur at the Town of Bassendean will be the direct responsibility of the Town of Bassendean.

Some crises, whilst having an impact on residents and ratepayers in the Town, will be the responsibility of third parties.

Furthermore, with many potential crisis situations, the Town of Bassendean will be involved in addressing the crisis on a number of levels and with a variety of stakeholders and third parties.

At the very least, the Town of Bassendean will need to be aware of the crises, not do anything to exacerbate the crisis and be prepared to provide whatever aid, support and assistance it can to those third parties responsible for managing the crisis.

### **Type**

There is the potential six types of crises:

- Environmental;
- Health & Safety;
- Security;
- Technical;
- Natural disasters and
- Terrorism.

Environmental crises (eg a chemical spill) can have a significant impact on the Town of Bassendean, severely impacting on the lives and welfare of the local community and generating adverse publicity for the Town of Bassendean. Environmental disasters have the potential to have a high impact on the level of confidence stakeholders have in an organisation and its capacity to deliver its services on a consistent basis.

Health and safety crises might include injury or death to a staff member or contractor. It is paramount that they are avoided and addressed immediately. A comprehensive Health and Safety Policy document should be in place, and all measures should be taken to provide a safe environment for staff and contractors, as well as members of the general public and visitors.

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Security related crises might involve breaches of security by staff, contractors or external parties. It has the potential to break stakeholders' confidence in the integrity and security of the organisation.

Technical crises might arise from the provision of inaccurate or incorrect advice and reflect badly on the capabilities of the Town of Bassendean staff and organisation.

Natural disasters, such as severe storms, floods and bushfires, whilst not necessarily the responsibility of the Town of Bassendean, are extremely serious crises. Such crises have the potential to cause loss of human life and livestock, destroy homes, private property, public facilities and infrastructure, devastate the local economy and can cause long-term damage to the image of the Town of Bassendean. The way in which the Town of Bassendean manages the effects of a natural disaster on the Town and its stakeholders is crucial to maintaining a sustainable image.

Terrorism, both criminally and politically motivated, remains a potential cause of a crises for the Town of Bassendean. In such circumstances, the Town of Bassendean is likely to be called upon to provide assistance to law enforcement and security agencies and coordinate with such third parties to minimise risks to public safety.

### **Categories**

Affecting the severity of an issue or crises, three categories are identified:

- Low;
- Medium; and
- High.

Low level crises will be those that are likely to have a low level of impact on the Town of Bassendean and its image.

In the main, these will be crises that are likely to receive only limited and local media coverage and may impact on staff and contractors, but few others stakeholders. The crises will have a low potential impact on the majority of stakeholders, although may be of significance to a small minority of stakeholders.

Medium level crises will have the potential to have a moderate impact on the Town of Bassendean and its image.

These are crises are likely to have a moderate impact on the local community and possibly the state with media coverage likely to be moderate and sustained state-wide. Such crises may have a moderate impact on the majority of stakeholders, although a small number of stakeholders may be severely impacted.

High level crises are likely to gain state, national and/ or international media attention and affect the vast majority of the Town of Bassendean's stakeholders.

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These crises they have the potential to attract a high level of sustained coverage. Such crises will have the potential to severely impact on the image of the Town of Bassendean.

Factors therefore having a bearing on the severity of a crises and as such, its 'category' will include:

- The potential risks to public safety and health;
- The number and range of stakeholders impacted;
- The likely impact of the Town of Bassendean's image,
- The Town of Bassendean's level of direct responsibility for the crisis;
- Likely level of media coverage; and
- Probability of sustained media coverage.

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## PROCEDURES

The required procedures and resulting action will vary by stage of the crisis and the nature and severity of the crisis.

### Stages

The management of crises and potential crises can be addressed in five stages as follows:

- Prior to the crisis occurring;
  - Anticipate the crisis and the likely impact.
  - Plan the response and the implementation.
- Immediately the crisis occurs;
  - Secure the environment and ensure the health and safety of those involved.
  - Communicate critical information to members of the CMC.
- Immediately after the crisis occurs;
  - Complete the crisis report and brief the CMC.
  - Implement the relevant Crisis Management Plan.
- When the crisis is over;
  - Ensure remedial action is taken.
  - Brief the media and stakeholders on remedial action.
  - Update website with relevant, easily accessible information.
- In the aftermath;
  - Debrief all people involved in the crisis.
  - Revise the crisis communication and Crisis Management Plan as appropriate.

### Action

- Procedures to be followed in the event of a crisis are critical. In the initial instance, it is essential that the closest staff member reports the incident immediately to Senior Management;
- Senior Management;
  - Secures the area
  - Notifies emergency services if necessary
  - Notifies the Chief Executive Officer or alternative
  - Determines the category of crisis
  - Completes a 'Crisis Report' (see sample in Appendix Seven)
- Notifies the relevant CMC members; and
- CMC Leader follows procedures.

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## CRISIS MANAGEMENT PROCEDURES

In the event of a crisis:

### **Closest Staff Member**

- Report the incident to the Senior Management/ Chief Executive Officer.

### **Senior Management**

- Secure the area;
- Notify emergency services if necessary;
- Notify the Chief Executive Officer or alternative (pre-determined person); and
- Complete the 'Crisis Report'.

## RESOURCES

In most cases, the resources within the Town of Bassendean, and in particular, within the senior management team, will be adequate to deal with most low, and some medium level crises.

In some cases, however, there may be a requirement to bring in external resources. This is particularly so where the crisis is rated 'high' in terms of its category and severity, and its likely impact on the image of the Town of Bassendean.

In these instances, it may be necessary to bring in external consultants.

The protocol for involving consultants is summarised as follows:

<b>Discipline</b>	<b>Responsibilities</b>
<b>PR/ Media</b>	<ul style="list-style-type: none"><li>• Preparing and issuing media releases.</li><li>• Coordinating media conferences.</li><li>• Updating websites and relevant information.</li><li>• Advising on media comment and preparing spokespersons.</li><li>• Liaising with CMC to prepare key messages.</li><li>• Preparing speeches.</li><li>• Maintaining the relationship with the media.</li></ul>
<b>Legal</b>	<ul style="list-style-type: none"><li>• Providing legal advice on disclosure of information to stakeholders, particularly the media.</li></ul>
<b>Photographic</b>	<ul style="list-style-type: none"><li>• Documenting crises at various stages, for future reference.</li></ul>

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## SKILL DEVELOPMENT

It is essential that all staff associated with the Town of Bassendean understand the Crisis Communication Strategy and how it applies to them. Staff need to be trained and re-trained to be made aware of procedures and protocols to be followed in the event of a crisis, and have such information accessible to all staff at all times.

All staff and contractors within the organisation must understand:

- The importance of identifying issues and potential crises;
- Who they should report that potential issue or crisis to;
- How they should act in times of crises; and
- The Town's policies in relation to crisis communication.

It is imperative that the CMC understands its role in a crisis situation, and regularly reviews its preparedness to deal with a crisis situation. The CMC should meet quarterly to review the Crisis Communication Strategy and determine the on-going need to train and re-train staff in dealing with crisis situations.

Dealing with the media is a highly specialised professional skill. It is not something that comes naturally to most people.

Successful media management during a crisis can make the management of a crisis much more successful. It also increases the likelihood of turning a negative story into a positive story and is an important element in winning stakeholder confidence that the crisis is being well managed.

It is necessary that the key spokespeople for the Town of Bassendean, in this case, the mayor and the CEO, has the communication skills necessary to manage both the media and stakeholders. Media training can provide the key spokespeople with the skills necessary to perform well in dealing with the media.

Media training for key spokespeople can be organised by Linc and should be put into practice on acceptance of this Crisis Communication Strategy.

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## MANAGEMENT

The effectiveness of the Crisis Communication Strategy will depend upon how well it is managed and implemented.

To ensure its effective management and implementation:

- The Chief Executive Officer will take primary responsibility for crisis management as part of the overall leadership role;
- A crisis management training program will be put in place to ensure that staff understand the strategy and have the necessary skills and training to implement it;
- A comprehensive crisis management contact database will be established by the CMC, updated quarterly and made available to all relevant staff and external advisors;
- CMC will ensure that the Crisis Management Plan and the Crisis Communication Strategy are integrated;
- The CMC membership will be reviewed quarterly; and
- Crisis Communication Strategy as a whole will be reviewed annually.

An essential element in the success of crisis management planning is running realistic crisis simulations and drills to familiarise and prepare staff and stakeholders for the pressure and intense atmosphere of a crisis situation, and assess how key participants in the crisis management process perform under pressure.

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## DO'S AND DON'TS

The following can be used as a reference checklist for the Do's and Don'ts of response when a crisis occurs.

### **Do's**

- Gather all facts and disseminate from one central information centre;
- Politely refer all media questions to the designated media spokespeople and advise them that you are not authorised to comment to the media. Speak with one voice consistently, via designated and trained spokespeople;
- Treat every microphone and television camera as live, and every conversation with a journalist as an 'on the record' interview;
- Select credible spokespeople, train them and make sure they are well informed;
- Be accessible to the media so they won't go to other sources of news, be punctual when calling media conferences and avoid keeping media waiting too long;
- Report your own bad news - if the media has to dig it out, they may decide you are guilty of creating a crisis or a cover-up;
- Tell your story truthfully and sincerely to allay suspicion and rumours;
- If you can't discuss something, explain why, if you don't know the answer to a question say 'I don't know, but I will endeavour to get an answer and report back to you as soon as I can.';
- Provide sufficient evidence of statements;
- Provide honest and accessible information in the form of newsletters, media releases, statements and the website;
- Record events as the crisis evolves, including photographs and videotapes, so later you can present your side of the story; and
- Update the crisis communications strategy annually.

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## Don'ts

- Speculate, assume or guess you know the answer. Stick to the verifiable facts. Preface statements of fact by saying, 'On the advice I have received from....., I can confirm that.....';
- Avoid saying 'no comment' as it creates an information vacuum that leads to speculation and suspicion;
- Rely on your memory. If you need to explain detailed or technical information, carry and refer to a written statement quoting relevant facts and figures to assist you;
- Assume that you can keep bad news hidden from the media. Their job is to undercover the truth;
- Don't attempt to apportion blame or accept responsibility, focus on dealing with the problem at hand, and let others sort out whose at fault later;
- Don't use overly emotive or inappropriate language that may confuse or offend stakeholders or audiences;
- Don't deviate from the key messages and agreed facts;
- Don't make 'off the record' statements, as there is no such thing. In a crisis, even rumours and wild fantasy will be reported as fact unless immediately corrected; and
- Delay in issuing clarifications or corrections. If you get something wrong, admit it honestly and set the record straight before the error becomes 'fact' as reported by the media.

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## CONCLUDING REMARKS

The Communication Strategy outlined in this document is largely based on research undertaken by Linc in July and August 2005. The strategy is therefore based on the environment and the facts as they were at that time. Clearly however, the environment and these facts will change over time.

With this in mind, it will be essential to review the strategy on a quarterly basis and fine-tune it accordingly.

**D John Carlson**  
**Group Managing Director**

**David Akers**  
**Account Coordinator, Public Relations**

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# APPENDICES

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APPENDIX ONE – RESEARCH DOCUMENT

Communication is critical to the success of every organisation. Indeed, it is very often the case that, the better the communication, the more successful the organisation.

Like many organisations, the Town of Bassendean invests a significant sum of money each year in marketing and communication.

It is only prudent therefore that from time to time, the activities in place be audited with a view to fine-tuning the strategy.

It is equally prudent to regularly survey the market with a view to better understanding how effective the current strategy is being, once again with a view to fine-tuning that strategy.

This document provides an overview of the marketing and communications audit, a survey of key stakeholders and a survey of consumers completed for the Town of Bassendean by Linc in August 2005.

This document is provided as a discussion paper to be reviewed at a workshop involving elected members and the senior management team from the Town of Bassendean, on Saturday 27 August 2005.

The outcome of that workshop will be used by Linc in developing and documenting a new Marketing and Communication Strategy for the Town of Bassendean.

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## BACKGROUND AND BRIEF

The Town of Bassendean has identified the need to develop a comprehensive and integrated Marketing and Communication Strategy. Linc has been briefed to prepare that strategy.

As part of the strategic planning process, Linc has undertaken:

- An audit of current marketing and communication activities;
- A survey of key stakeholders; and
- A survey of consumers.

The outcomes of this initial work are reported in summary form in this document.

This document also provides an agenda for a strategic planning workshop to be held on Saturday 27 August. That workshop will consider the outcomes of the work to date and the range of strategic options open to the Town of Bassendean.

Linc will then take responsibility for documenting the required Marketing and Communication Strategy.

The brief provided by the Town of Bassendean pointed to the need to determine:

- Where we are now?
- How well it is working?
- How we are perceived?
- Will our marketing tools take us where we want to go?
- What are the key messages and branding strategies to promote the town?
- Can we leverage off our partners?
- Can we organise our resources better?
- Is our relationship with the media adequate?
- What can we do over the next five years to market the town?
- How can we fund the initiatives?

These issues are all addressed in this document.

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## FINDINGS

A summary of the findings of the work to date is provided here.

### **AUDIT**

An audit was undertaken to review the:

- Current Marketing and Communication Strategy; and
- Current marketing and communication activities.

The outcome of this audit is reported here.

### **Vision, Mission and Values**

Central to any effective communication strategy is the communication of the organisation's vision, mission and values.

#### **Vision**

The vision for the Town of Bassendean is summarised as follows:

- 'By 2030, the Town will be a highly accessible urban village offering a cohesive, vibrant and diverse community lifestyle and a thriving local business economy within a quality built and natural environment'.

#### **Mission**

The mission of the Town of Bassendean is to:

- 'strengthen our community, foster economic prosperity and protect and enhance the environment'.

#### **Values**

The key values of the Town of Bassendean include:

- People;
- Excellence;
- Heritage;
- Partnerships; and
- Sense of place.

#### **Audience Analysis**

A detailed analysis of the various audiences with communication objectives by audience is provided in Appendix Two. The audiences identified can be categorised as follows:

- Internal; and
- External.

Internal audiences include:

- Staff; and
- Councillors.

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External audiences include:

- Residents;
- Business;
- Investors;
- Groups;
- Government; and
- Media.

The range of activities involved include:

- Website;
- Publications;
- Brochures;
- Advertising;
- Events; and
- Public Relations.

### **Overview of Activities**

An overview of marketing activities, events and collateral is provided in Appendix Three.

### **Sites**

Photographs of the Town of Bassendean sites are provided in Appendix Four.

Sites photographed include:

- Council buildings; and
- Entry statements.

### **Previous Research**

The Town of Bassendean has undertaken two major research studies over the last five years.

Whilst neither of these research studies specifically addressed marketing and communication, they did highlight a number of issues relevant to marketing and communication.

These reports tend to suggest that:

- There is a 'sense of community' within the Bassendean area;
- The community has a 'positive image' of the Bassendean area;
- There is a high level of 'satisfaction' with life in the Bassendean area;
- The Bassendean area is seen as a 'good place to live';
- The community has a 'positive view' of the Town of Bassendean; and
- The community has a 'positive view' of communication within Bassendean.

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It is apparent however, that there are growing concerns with regard to crime and social problems within the Bassendean area. There is, at the very least, a perception that social problems are impacting on the environment in the Bassendean area.

With regard to these findings as a whole, it is important to note that these surveys concentrate on the community's perceptions on the basis of what they know. They do not address those things that the community 'does not know'. Clearly, those things that the community does not know are of critical importance in terms of the Marketing and Communication Strategy.

### **Brand Identity**

The brand identity for Bassendean is as follows



The application of this corporate identity is addressed in detail in the Town of Bassendean style guide.

### **Style Guide**

A summary of the Town of Bassendean style guide is provided in Appendix Five.

This style guide is supposed to provide the parameters for the development of all marketing and communication materials and collateral for the Town of Bassendean.

### **Councilor and Staff Discussions**

A number of relevant comments were made by councilors and staff in the course of separate meetings held at the offices of the Town of Bassendean. These findings included the following:

- The Bassendean area is an established area and is seen as such;
- The Bassendean area is 'a country town in a suburban area';
- The Bassendean area is diverse, encompassing three distinct suburbs in;
  - Bassendean
  - Eden Hill
  - Ashfield
- Some areas such as Eden Hill are seen as 'poor cousins' by the local community;
- Key features of the Bassendean area include;
  - Heritage
  - The River
  - Proximity
  - Diversity

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- There has been substantial change and revitalisation over recent years;
  - Substantial development of the area is planned for the years ahead;
  - A high level of importance is placed on the 'Vision 2030' community plan;
  - A high level of importance is placed on the 'Economic Development Plan';
  - There is a need to;
    - Communicate the vision
    - Engage the community
    - Market the area
  - There has never been an integrated Marketing and Communication Strategy;
  - There are some questions with regard to the effectiveness of the branding of the Town and its facilities;
  - Media relations generally handled in a reactionary way;
  - Difficulties are experienced in gaining positive media coverage;
  - Expenditure on marketing and communication is high;
  - The effectiveness of some items of communication is questionable;
  - There is no capacity to gauge the effectiveness of marketing activities;
  - There is a lack of overall marketing management and coordination;
  - There is insufficient communication in both directions;
  - The website is adequate, but not optimal;
  - The logo is adequate but not optimal;
  - The 'style guide' is not well administered; and
  - The community is engaged, but not as engaged as it might be.

## **STAKEHOLDER SURVEY**

A survey of some 19 stakeholders was completed. Unfortunately, one stakeholder contacted could not be surveyed.

Key findings arising from these interviews are summarised as follows:

### **Involvement**

The stakeholder surveys were drawn from education organisations, government authorities, large commercial enterprises, local small businesses and community groups.

Their involvement with the Town of Bassendean and the Bassendean area in general varied from very little, through to a great deal. Most had a moderate involvement.

Certainly most of the respondents interviewed had a working knowledge and very real interest of the Bassendean area and the activities of the Town of Bassendean.

### **Perspectives**

Respondents' perception of the image of the Bassendean area was generally positive. The Bassendean area was most commonly described as an 'up and coming suburb with great potential'.

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There was however, an overall view that whilst facilities were sound and events were good, the area was under utilised and under developed. Stakeholders often expressed the view that the potential of the area is yet to be realised.

There was also a view Bassendean had a 'country feel' and a 'strong community spirit'.

With regard to the Town of Bassendean and the Bassendean Town Council, there was a concern expressed that the 'Council' did not represent the community at large, but rather small sections of the community. It was clear however many of the stakeholders suggested that the Town of Bassendean and the councilors worked very hard and did a great job, 'considering the limited resources available'.

The 'vision' for the Town of Bassendean was not well understood by respondents.

Respondents had a fairly positive view of the development plans for the Bassendean area, although were not familiar with the specific objectives or projects being considered. Further development was viewed as a positive step forward, and 'well overdue'.

Most respondents pointed to the need for more cafés and restaurants along Old Perth Road, and of the need for better utilisation of the river.

Stakeholders compared the potential of Old Perth Road Bassendean with that of Beaufort Street Mount Lawley, Oxford Street Leederville and Rockeby Road Subiaco in addition to occasionally drawing comparisons to similar 'main strips' in Melbourne. It was generally recognised however that the potential is still to be realised.

Some concerns were expressed over changes in residential zoning and the level of community consultation relating to this zoning.

### **Attractions**

The river was seen as the major attraction in the Bassendean area, and was described as a significant 'draw card' for the area.

Other attractions included sporting facilities, the proximity to the Perth CBD, the proximity to the Swan Valley, Morley Galleria and the airport.

High quality public transport was cited by some respondents as a key attraction.

The 'country feel' and 'community spirit' were frequently cited as attractions of the region.

In terms of a 'place to work' attractions of the Bassendean area were seen as being:

- An industrial area for apprenticeships;
- The proximity to the Perth CBD; and
- Accessibility to public transport.

Attractions of the Bassendean area as a place for leisure included:

- The river;
- Sporting facilities; and
- Parklands.

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## **Communication**

Respondents viewed the standard of communication undertaken by the Town of Bassendean as 'average to adequate'.

While some saw it as better than this, most believed it was nothing more or less than 'adequate'.

Community consultation was seen by respondents as an 'afterthought' in most instances.

Rather than seeking to 'consult' the community, the Town of Bassendean was seen as seeking the 'approval' of the community for decisions that had already been made.

There was a view amongst respondents that the Town of Bassendean could be more proactive, both in terms of communication and community consultation.

## **Attitudes Towards the Town**

Attitudes towards the Town of Bassendean varied but were generally positive.

Attitudes towards doing business with, or establishing an alliance or partnership with the Town of Bassendean varied but were generally positive.

A number of stakeholders indicated they were extremely interested in a closer relationship with the Town of Bassendean. This view was expressed by commercial investors and community groups.

A closer relationship including increased 'one to one communication' was seen as being extremely worthwhile. Several stakeholders noted that communication of this nature would produce mutual benefits resulting from cooperation on issues affecting the Bassendean area, the Town and the Council.

Attitudes towards working in the Town of Bassendean were generally positive.

## **Suggestions**

Suggestions with regard to how the Town of Bassendean could better market or communicate included the following:

- A more proactive approach to communication and consultation with stakeholders and the community;
- The creation of a local business advisory group/association to assist the Council with planning and development;
- Maximising the use of, and facilities available along the river;
- More actively marketing the heritage factor and further developing heritage opportunities by way of 'heritage trails' and the like; and
- Increasing the number of night-time activities in venues, particularly along Old Perth Road, and particularly in terms of cafés and restaurants etc.

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On the subject of how the Town could improve its leadership capabilities, comments by respondents included:

- Develop pride within the community;
- Establish a business advisory group;
- Work towards encouraging a greater cross section of the community to participate on, and with council; and
- Improve the level of professionalism in communication.

Developing pride within the community was highlighted on more than one occasion and there is significant merit in this strategy. The rationale provided was that if community members had a greater sense of pride in the community, they would be more likely to participate directly in, and contribute indirectly to community-focused activities and initiatives. Also, a greater sense of pride would provide the basis for greater responsiveness to those initiatives.

Establishing a business advisory group was noted by commercial enterprises and local community businesses as being critical to the future development of the Town. Moreover, the advisory group was seen as a necessary element to ensure that future development of the Town was undertaken in a sustainable manner.

It was observed by some participants that the Council reflected only a small section of the views and values held by the community. However, it is anticipated that this could be changed by developing pride within the community, with pride serving as a motivating factor, resulting in greater participation from a broader cross section of the Town.

The professionalism of communication was cited as something that could improve the perceived leadership performance of the Town. Participants citing this stated that communication that engaged the community to a greater degree would assist in achieving a more professional image.

Generally, comments made by respondents with regard to the Bassendean area and the Town of Bassendean in particular were very positive. There was however a recognition of the fact that there is the capacity to improve the standard of marketing, communication and consultation.

## **CONSUMER SURVEY**

Some four hundred consumers living within a ten-kilometre radius of the Town of Bassendean were surveyed.

Detailed findings arising from the survey, together with an overview of the demographics are provided in Appendix Six.

A summary of the top five findings follows.

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## **Image and Characteristics**

Unaided, respondents highlighted the following characteristics commonly associated with the Bassendean area:

- Couldn't comment 31.8 %
- Riverside 14.4%
- Village 5.5%

It was evident that a high proportion of respondents couldn't comment on the attractions of Bassendean, although the most commonly cited attraction was the river.

When respondents were prompted, the most commonly cited characteristics of the Bassendean area cited included:

- Heritage area 23.8%
- Riverside suburb 23.5%
- Convenient 11%
- The village near the city 10.8%
- Events and festivals 6.5%

Once again, heritage and the river were the most commonly cited characteristics of Bassendean.

## **Attractiveness as a Place to Live**

When asked to rate Bassendean in terms of its attractiveness as a place to live:

- 41% described it as attractive; and
- 29% described it as very attractive.

Overall, Bassendean was seen as an attractive area to live.

When asked about the strengths of Bassendean as a place to live, the most commonly cited factors were:

- Convenient 26.9%
- Transport options 13.8%
- Couldn't comment 12.9%
- Riverside suburb 12.2%

When asked about the weaknesses of Bassendean as a place to live, the most commonly cited responses were:

- Couldn't comment 21.1%
- Lower socioeconomic 11.3%
- Tired and rundown 9.0%
- Crime 8.3%

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## **Attractiveness as a Place to Visit/Recreate**

When asked to rate Bassendean as an area to visit or recreate:

- 43.5% rated it as attractive; and
- 27% rated it as very attractive.

It is evident that the majority of respondents saw Bassendean as an attractive area to visit or recreate in.

In terms of the strengths of Bassendean as a place to visit or recreate, the most commonly cited aspects were:

- The river 54%
- Parklands/Recreation areas 38.5%
- Swan Districts Football Club 21.5%

The weaknesses most commonly cited in terms of Bassendean as a place to visit/recreate were:

- No attractions 20%
- Nothing to do 9.2%
- Rundown area 7.6%

## **Last Visit**

Respondents were asked when they last visited Bassendean. It was found that:

- 25.5% had visited the previous week; and
- 22.5% had visited the previous month.

To a very large extent, these findings reflect the fact that a high proportion of the respondents lived, in or close to, the Bassendean area.

## **MEDIA SURVEY**

The media survey was extremely positive. The relationship between community newspapers and the Town of Bassendean, both staff and Councilors, was considered to be extremely good.

The media respondent had a good relationship with the staff, particularly the Chief Executive, and with Councilors, particularly the Mayor.

In terms of openness and approachability, the Town was regarded as being extremely open, honest and helpful.

This relationship should be maintained and strategies to further develop the level of communication and interaction might be investigated.

Having said this, there is evidence to suggest that the Town of Bassendean is not as effective as it might be in maximising the coverage of issues important to the Town and the community.

A range of observations are made on the basis of the work completed to date.

A summary of those observations follows.

## **AUDIT**

### **Vision, Mission and Values**

The vision, mission and values for the Town of Bassendean appear sound.

It is questionable however as to the extent to which this vision, mission and these values are communicated.

Certainly, there must be some question as to the extent to which this vision, mission and these values are reflected in various items of collateral produced by the Town of Bassendean.

### **Audience Analysis**

On the basis of the audience analysis, provided in Appendix Two the following observations are made:

- A distinction needs to be made between media (which reaches out) and collateral (which provides supporting information).
- The internet is the media with the greatest potential for the Town of Bassendean.
- Some rationalisation of the collateral is warranted.
- Greater emphasis may be placed on meetings and events that can facilitate these.
- Messages, media and collateral need further refinement.

### **Overview of Activities**

Observations in relation to the various items of collateral and the various activities undertaken by the Town of Bassendean are provided in the table in Appendix Three.

It is apparent from this table that the Town of Bassendean may be spending as much as \$100,000 on marketing and communication. It is essential to ensure that this money produces a sufficient return on investment.

Having said this:

- Some costs associated with marketing and communication are yet to be quantified;
- The Town of Bassendean does not have in place a system for monitoring the effectiveness of its marketing and communication; and
- The Town of Bassendean does not have in place clear objectives, against which the effectiveness of its marketing and communication activities might be measured.

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The following broad observations are made in relation to the various items of marketing and communication, as discussed in the table in Appendix Three:

- The 'Annual Report' whilst essential, is of limited value in terms of communication as it has a very limited audience;
- The 'Town News' is an expensive item that is likely to be of limited value as it is unlikely to be well read;
- The annual 'Calendar' is an expensive item that is likely to be of limited value in terms of communicating with the community and may not be well used;
- The 'Idiom Newsletter' might be better provided online; and
- The 'Bassendean Community Directory' is long and may not be well read.

Overall, it is noted that:

- Whilst the 'Brand Identity' and 'Secondary Visual Language' as specified in the style guide is applied well to some documents, it is not applied consistently across all documents; and
- Whilst high production values have been applied to much of the collateral produced by the Town of Bassendean, those production values are not addressed consistently;
- While some documents, and in particular some brochures are well written, a number of them are very verbose and unnecessarily detailed, making them difficult to read and difficult for the target audience to consume;
- Much of the marketing materials and collateral produced by the Town of Bassendean are written from a 'council' or 'service' perspective as opposed to a 'reader' or 'audience' perspective, making them less attractive to the target audience;
- As with many organisations, much of the marketing and communication undertaken for the Town of Bassendean focuses more on 'providing information' than it does on 'generating a behavioural outcome. Clearly the latter is more desirable.
- With most of the documentation, the emphasis is on 'providing information' as opposed to 'communicating key messages';
- A number of high quality community events are organised by the Town and anecdotal evidence suggests that they are well attended;
- The approach to public relations, and more specifically media relations would appear to be uncoordinated and largely ad-hoc. Certainly a more coordinated approach will produce superior results;
- There is no evidence of a strategic or more specifically structured approach to advertising.

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In a more general sense, it is evident that the approach to marketing and communication, as reflected in the range of activities undertaken by the Town of Bassendean, is less than strategic, largely uncoordinated and almost certainly less than optimal in terms of cost efficiency.

Having said this, the standard of marketing and communication collateral produced by the Town of Bassendean is, in the main, of a higher standard than that produced by many other local governments around Western Australia. The 'DL' brochures are an example of the higher standard collateral produced by the Town of Bassendean.

In the main, the Town of Bassendean has relied on printed material to communicate critical messages. There is however the potential for the Town of Bassendean website becoming an increasingly important means of communication in the months and years ahead.

Observations with regard to the existing website are as follows:

- The design is inconsistent with the style guide and ideal branding for the Town of Bassendean;
- The design lacks a contemporary look and feel;
- The site could be made more effective by incorporating interactive components including opinion polls, feedback forms and discussion forums;
- The navigation is less than optimal, particularly in terms of moving back through the site;
- There are links in the site which take the visitor away from the site altogether, making it difficult to return;
- Whilst information rich, the site is less than engaging;
- In terms of navigation, the site lacks a site map, colour coded menus, pop-up menus and does not show the visitor clearly where they are in the site; and
- There is no evidence of an effective content management system which will enable the site to be readily maintained in-house.

Having said this, the site appears to be reasonably up to date, and is certainly information rich.

### **Style Guide**

The style guide for the Town of Bassendean is comprehensive and almost certainly adequate.

While some issues may not be addressed adequately, most designers could complete relevant materials to specification with ease.

Perhaps the most critical issue with regard to the style guide is the absence of a 'guardian' who is responsible for ensuring the implantation of the style guide.

This has almost certainly lead to a range of materials being produced with a design which is not consistent with the requirements of the style guide.

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Consistency is a critical issue for the branding. A consistent approach to the use of the Brand Identity, and the Secondary Visual Language, is required across all applications including printed collateral, the website and signage.

### **Brand Identity**

Brand identity for the Town of Bassendean consists of its:

- Logo;
- Logo type; and
- Secondary visual language.

The brand identity needs to be evaluated on a number of key criteria. An optimal brand identity needs to be:

- Distinctive;
- Memorable;
- Meaningful;
- Flexible;
- Adaptable;
- Contemporary; and
- Durable.

The current logo for the Town of Bassendean is:

- Less than distinctive;
- Less than memorable;
- Meaningful;
- Less than flexible;
- Less than adaptable;
- Less than contemporary; and
- Less than durable.

The design of the logo is most readily identified with the 1980's. The typography used in the 'logo type' is most closely associated with the 1950's.

This brand identity is therefore less than optimal.

In terms of the secondary visual language, or 'look and feel', the brand identity is adequate, although again not optimal.

No apparent consideration has been given to the environmental sensitivity and the use of more environmentally friendly stock, together with a more environmentally friendly approach to communication.

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## **Previous Research**

Research undertaken previously for the Town of Bassendean as reviewed in the audit, gives rise to the following observations:

- There is currently a 'sense of community' and residents are generally happy with life in the Bassendean area;
- The community is relatively satisfied by the standard of service provided by the Town of Bassendean;
- Residents are generally happy with the amenities in the Bassendean area; and
- There may be the need to manage perceptions, particularly with regard to crime and social problems within the community living in the Bassendean area.

## **Councilor and Staff Discussions**

Observations arising from the meetings with councilors and staff included the following:

- The history of the Bassendean area is something which needs to be built on;
- The Marketing and Communication Strategy needs to embrace all suburbs within the Town of Bassendean;
- The heritage, river, proximity to the city and the diversity of the area can and should be built on, in the Marketing and Communication Strategy;
- Due consideration needs to be given to 'Vision 2030' and the Economic Development Plan;
- A coordinated, integrated and structured approach to marketing and communication is required;
- A proactive and coordinated approach to media relations may be warranted;
- A capability to implement, manage, monitor and fine-tune the Marketing and Communication Strategy is also required; and
- Engaging the local community and the broader community should be key objectives of the Marketing and Communication Strategy for the Town of Bassendean.

## **Sites**

The following observations are made in relation to signage and building identification within the Town of Bassendean:

- Most buildings owned by the Town of Bassendean are not effectively branded;
- There is a lack of consistency in the branding of council buildings;
- There is a lack of consistency in the design and format of 'entry statements';
- Some of the signage installed by the Town of Bassendean has been the subject of graffiti; and
- The logo is not used in a consistent manner and has been misused in some instances.

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## **STAKEHOLDER SURVEY**

Observations made on the basis of the stakeholder survey include the following:

- Attitude towards the Bassendean area and the Town of Bassendean was generally positive;
- The Bassendean area was seen as being rich in attractions and facilities;
- Key attractions included the river, proximity to the CBD, access to public transport and general atmosphere;
- The development potential of Bassendean was seen as being significant, although far from being realised;
- Whilst the area and the community was seen in a positive light, potential was identified to further develop community spirit and community pride;
- The vision of the Town of Bassendean for the Bassendean area was not well understood and needs to be better communicated;
- The less than optimal approach to branding and the uncoordinated approach to the use of the style guide, has impacted negatively on the communities perception of the Town of Bassendean and its understanding of the Bassendean area;
- There is the potential to improve significantly the standard of communication with stakeholders, and more specifically the quality of one-to-one communication with stakeholders; and
- There was some support for the establishment of a 'business advisory group'.

## **CONSUMER SURVEY**

Observations arising from the consumer survey included the following:

- There exists a positive attitude towards the Bassendean area;
- Attractive features of the area identified included heritage, the river, location/convenience, the village atmosphere and the events and festivals; and
- Bassendean was seen as being an attractive area to live, visit and/or recreate in.

## **STAKEHOLDER AND CONSUMER SURVEY**

Observations arising from the two surveys combined include the following:

- The Town of Bassendean is generally viewed in a positive light;
- The wealth of facilities provided by the Town are highly regarded;
- There is an opportunity to promote activities and facilities more widely and effectively;
- Proximity to the river is one of the main attractions for living, visiting and recreating in the area;
- Proximity to the CBD, Swan Valley and airport, in addition to access from a variety of public transport options is considered to add to the potential of future opportunities for the area; and

- 
- More proactive communication with stakeholders and consumers will be of great benefit to the area, particularly during future developments.

## **MEDIA SURVEY**

Observations, based on the discussions with local media were as follows:

- The relationship between the media and the Town of Bassendean is extremely positive;
- The view held is that the Town staff work extremely hard and are open, honest, approachable and friendly;
- The relationship might be further developed though more proactive communication by the Town; and
- There exists an opportunity to build on the existing relationship with the media.

## **OVERALL**

Overall, it is evident that there are opportunities to:

- Build on the positive image of, an attitudes towards the Bassendean area and the Town of Bassendean;
- Build on good relationships with a range of local stakeholders, including the media;
- Develop and implement an integrated Marketing and Communication Strategy;
- Prove the cost efficiency of the marketing and communication program by deleting some items such as the 'Town News'; and
- Improving the effectiveness of other items (such as the business directory) and increasing the reliance on, and effectiveness of other items (including the website).

It is not the intention of Linc at this stage to provide recommendations or to outline a detailed strategy.

The following strategic options are however identified for discussion at the workshop to be held on 27 August:

### **Vision, Mission and Values**

It will be important to ensure that the Marketing and Communication Strategy for the Town of Bassendean clearly communicates its:

- Vision;
- Mission; and
- Values.

It is these issues that make the Town of Bassendean, and more specifically the Bassendean area unique.

### **Objectives**

It will be essential to set clear objectives for the Marketing and Communication Strategy for the Town of Bass Endean.

Such objectives are critical to:

- Providing clear direction for the Marketing and Communication Strategy; and
- Evaluating the impact of the Marketing and Communication Strategy.
- Work to date suggests that those objectives should address:
  - Building on the existing positive perception of the Bassendean area and the Town of Bassendean;
  - Managing community perceptions in relation to social issues within the Bassendean area;
  - Building on existing relationships and alliances;
  - Better communicating the attractions of the Bassendean area;
  - Placing a high priority on the facilities and recent changes in the region; and
  - Ensuring that the objectives for each of the key stakeholder groups are addressed.

### **Target Audiences**

Target audiences for the Town of Bassendean are specified in Appendix Two.

These target audiences now need to be confirmed, such that the strategy can be tailored to address them.

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Also confirmed need to be the:

- Objectives by target audience; and
- Messages by target audience.

## **Strategy**

A coordinated, integrated and strategic approach to marketing and communication is required.

There is therefore the requirement to document a comprehensive strategy incorporating an action plan, a critical time path and budgets.

Key principals reflected in that strategy could be:

- Focusing on behavioral outcomes ahead of information;
- Addressing the needs and wants of the target audience;
- Focusing resources;
- Disciplined approach to implementation;
- A coordinated approach to implementation; and
- A commitment to monitoring and fine-tuning.

## **Positioning**

The research suggests that it is credible and appropriate to position the Bassendean area as:

- A country style community within the suburbs;
- A riverside environmentally sensitive community;
- Close to the CBD with excellent transport options; and
- Rich in heritage with all amenities.

The Town of Bassendean per se needs to be positioned as:

- Forward looking;
- Open; and
- Consultative.

## **Branding**

A more consistent, coordinated and strategic approach to branding is required.

Ideally this might involve:

- Reviewing the logo;
- Upgrading the style guide;
- Upgrading the application of the brand; and
- Consistently applying the brand.

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## **Messages**

Messages to be communicated will vary from time to time.

Key messages, as outlined in Appendix Two, for each of the target audiences, need to be confirmed. There needs to be an agreed message for each item of communication. Messages need to be communicated succinctly.

## **Modes of Communication**

The principle modes of communication will ideally be:

- Website;
- Advertising;
- Media Relations;
- Events;
- Meetings; and
- Shopping Centre Displays.

The website should become the cornerstone of the marketing strategy for the Town of Bassendean.

A more strategic approach to advertising will also be beneficial. Regular advertisements will ideally be placed to:

- Promote events;
- Promote services and facilities; and
- Provide community information.

Building on the current positive relationship with the local media will also be important with a view to maximising coverage of issues of importance to the Town of Bassendean and the community.

The successful events currently being staged by the Town of Bassendean should continue and be enhanced as a means of communication. They provide an excellent opportunity to communicate with the community.

Regular meetings with the target audiences will also prove beneficial. Events will ideally be scheduled to facilitate such meetings. This might involve a series of 'boardroom lunches'.

Consideration might also be given to utilising local shopping centres as a means of communicating with the broader community.

## **Collateral**

The range of collateral produced by the Town of Bassendean should ideally be reviewed. Available evidence suggests that some items might readily be deleted from the program. These might include:

- Town News; and
- Calendar.



## APPENDIX TWO – AUDIENCE ANALYSIS

Audiences	Objectives	Messages	Media	Collateral
<b>Internal Audiences</b>				
<b>Town of Bassendean</b> <ul style="list-style-type: none"> <li>▪ Councillors</li> <li>▪ Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness of attractions</li> <li>▪ Awareness of investment potential</li> <li>▪ Awareness of services provided</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication of ongoing change</li> <li>▪ Assist in facilitating communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intranet</li> <li>▪ Internal meetings</li> <li>▪ Internal newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate plan</li> <li>▪ Annual report</li> <li>▪ Internal documents</li> </ul>
<b>External Audiences</b>				
<b>Residents</b> <ul style="list-style-type: none"> <li>▪ Current</li> <li>▪ Future</li> </ul>	<ul style="list-style-type: none"> <li>▪ Greater utilisation of services</li> <li>▪ Greater utilisation of facilities</li> <li>▪ Adherence to local laws, rules and procedures</li> <li>▪ Build a sense of community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information on the services available</li> <li>▪ Information on the facilities available</li> <li>▪ Information about support systems offered</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local Press</li> <li>▪ Signage</li> <li>▪ Website</li> <li>▪ Events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brochures</li> </ul>
<b>Business</b> <ul style="list-style-type: none"> <li>▪ Locally Based</li> <li>▪ Locally Operated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness of attractions</li> <li>▪ Awareness of investment potential</li> <li>▪ Awareness of services provided</li> <li>▪ Greater understanding of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information on attractions</li> <li>▪ Details regarding investment potential and services provided.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Meetings</li> <li>▪ Invitations to events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate plan</li> <li>▪ Annual report</li> <li>▪ Event flyers</li> </ul>
<b>Investors</b> <ul style="list-style-type: none"> <li>▪ Existing</li> <li>▪ Potential</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness of attractions</li> <li>▪ Awareness of investment potential</li> <li>▪ Awareness of services provided</li> <li>▪ Greater understanding of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information on attractions</li> <li>▪ Details regarding investment potential and services provided.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Meetings</li> <li>▪ Invitations to events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate plan</li> <li>▪ Annual report</li> <li>▪ Event flyers</li> </ul>
<b>Groups</b> <ul style="list-style-type: none"> <li>▪ Community</li> <li>▪ Sporting</li> <li>▪ Business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness of services provided</li> <li>▪ Greater understanding of opportunities</li> <li>▪ Greater understanding of the Council's agenda</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information on attractions</li> <li>▪ Details regarding investment potential and services provided.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Newspaper</li> <li>▪ Meetings</li> <li>▪ Website</li> <li>▪ Invitations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Town newsletter</li> </ul>
<b>Government</b> <ul style="list-style-type: none"> <li>▪ Agencies</li> <li>▪ Members</li> <li>▪ Ministers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory obligations</li> <li>▪ Better engagement with stakeholders</li> <li>▪ Garner their support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information on attractions</li> <li>▪ Details regarding facilities, services, attractions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings</li> <li>▪ Website</li> <li>▪ Invitations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate plan</li> <li>▪ Annual report</li> </ul>
<b>Media</b> <ul style="list-style-type: none"> <li>▪ Local</li> <li>▪ Metropolitan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Positive conduit of information to the community</li> <li>▪ Positive conduit of information to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely release of information</li> <li>▪ Promotion of services, facilities, events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings</li> <li>▪ Website</li> <li>▪ Invitations</li> <li>▪ Tours</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information kits</li> <li>▪ Media releases</li> <li>▪ Annual report (local media)</li> </ul>

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**APPENDIX THREE - ACTIVITIES, EVENTS & COLLATERAL**

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## APPENDIX FOUR – PHOTOGRAPHS

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## APPENDIX FIVE – STYLE GUIDE

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APPENDIX SIX – CONSUMER SURVEY

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**APPENDIX SEVEN – CRISIS MANAGEMENT REPORT**

**CRISIS MANAGEMENT REPORT**

This report is to be completed by the Project Leader as soon as a crisis has been reported to the Crisis Management Committee:

- Date: \_\_\_\_\_
- Location: \_\_\_\_\_
- Nature of Crisis: \_\_\_\_\_
- Time of Crisis: \_\_\_\_\_
- Location of Crisis: \_\_\_\_\_
- Action Taken: \_\_\_\_\_
- Time of first knowledge of Crisis: \_\_\_\_\_
- Time before first action taken: \_\_\_\_\_
- Nature and extent of injuries: \_\_\_\_\_
- Nature and extent of damage: \_\_\_\_\_
- Number of people involved: \_\_\_\_\_
- Individuals contacted: \_\_\_\_\_
- Probable cause: \_\_\_\_\_
- Estimated dollar value of damage: \_\_\_\_\_
- Likely repercussions: \_\_\_\_\_
- Likely ongoing issues: \_\_\_\_\_
- Involvement of police and emergency services: \_\_\_\_\_
- Action taken by police and emergency services: \_\_\_\_\_
- Other detail: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- Signed \_\_\_\_\_
- Position \_\_\_\_\_
- Time and Date \_\_\_\_\_

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