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## 2 COMMUNICATION POLICY FOR THE CAPE AGULHAS MUNICIPALITY

## 1. Background and Overview

Communication is responsible for supporting line functions across the municipality on the one side whist taking care of the overall corporate image, ensuring that the organization is positively viewed at all times.

The communication function needs to be an efficient, effective and trusted vehicle through which the messages in the municipality are communicated. The communication function should be enhanced through optimizing engagement with internal and external stakeholders, effective management of resources and visionary leadership.

## 1.1 Vision:

To be an efficient, effective and trusted vehicle for communicating Cape Agulhas Municipality's value proposition to all our internal and external stakeholders.

## 1.2 Mission:

To provide strategic communication support to the Municipality's strategy, and to strengthen dialogue with all relevant stakeholders.

## 1.3 Values:

- Service excellence
- Transparency
- Customer-focus
- Diversity
- Honesty
- Innovation
- Learning

## 1.4 Critical Dependencies

In order to deliver on the mandate of Corporate Communication, the following critical dependencies have been identified:

- Required authority that supports the allocated communication responsibility
- Adequate resources available, supported by the right skills
- Clearly understood roles and responsibilities within and outside communication
- Awareness and acceptance of the corporate identity.

## 1.5 COMMUNICATION ORGANOGRAM

Although it is agreed that communication is not a line function, but the responsibility of each and every person within the Municipality, a Communication Unit will drive the process.

The Executive Mayor is the political spokesperson of Cape Agulhas Municipality. The Municipal Manager is the chief spokesperson for Cape Agulhas Municipality on non-political matters and he is supported by a Communication Unit within the Corporate Directorate as indicated beneath.

2.      Strategic Agenda

The strategic agenda for communication includes the following:

2.1.1.  To ensure public participation in the affairs of the Municipality
2.1.2   Enhance understanding of the role and functions of the Municipality via citizen education.
2.1.3   To engage the media and highlight the positives within the municipality
2.1.4   Reputation management to enhance a positive relationship between the Municipality and stakeholders
2.1.5   To facilitate a capacity building effort to the internal members of the organization and to strengthen support internally and encourage loyalty
2.1.6.  To engage in public awareness media campaigns that are aimed at building knowledge on the mandate of the municipality and
2.1.7.  To develop a sense of "brand loyalty" in the municipality
2.1.8   Identify and address communication challenges pre-emptively.
2.1.9   Ensure that the staff and Council remains in touch with the needs, views, successes and failures so that Council policies can be aligned thereto.


## 2.2    INTERNAL COMMUNICATION:

**Objectives**

- strategy and analyze recommendations based on internal survey results
- To position Communication as a strategic systematic and operational function within the municipality and the internal business units
- To render strategic communication services to Cape Agulhas Municipality to the use of appropriate communication techniques.
- To position internal communication as the custodian of information dissemination within the municipality.
- Review internal communication
- To support and enhance the organizations strategic goals through timeous and relevant information dissemination.
- To ensure the dissemination of information in the internal environment for the promotion of employee commitment and buy-in of municipal values.


**Internal Communication Management**

1.  There must be an effective means of information sharing and managing of information e.g. create a shared folder for communication.
2.  Management must be encouraged to have faith in the communications departments of the organization to execute its mandate.
3.  Each directorate must assign an official to keep the Communication Unit abreast of all new projects and developments of that Directorate.

4.  The Communication Unit should organize joint communication meetings to encourage a regular flow of information, but these meetings are separate from operational communication meetings such as the Local Labour Forum, Staff meetings of the Municipal Manager and internal directorates, meetings with the unions, etc.
5.  The Communication Unit must compile and distribute an internal newsletter focusing on staff related matters and encouraging a sense of ownership of the Municipality's operations.
6.  In preparation of events or programme implementation a specific meeting focusing on communication requirements must be convened.

## Relations with the Mayor's office

1.  All media releases are to be shared with the Mayor's office.

2.  The handling of issues of a political nature will be referred to the Mayor's office in accordance the provisions of the communications protocol.

## Corporate Image

The Municipality developed a corporate identity and logo. The branding of this corporate image must be developed and enhanced in all communications and events.

## Promotional material and gifts

All promotional material and gifts are to carry the official logo of the organization.

## Banners

Banners are a very good tool to use for branding any venue or area which has been cordoned off for the use of an organizational function for a limited period. The use of banners will be an extension of the branding exercise. The use of banners should also be used at workshops outside of the office. This will instill pride in the staff and members of the public who attend the workshops.

## Corporate Exhibitions

As a means of reaching the public on a face to face basis it isquite essential for the municipality from time to time toparticipate in the available exhibition opportunities offered bydifferent companies during different events. The experience ensures that the

organization has an opportunity to engage withit's client/customers directly and more importantly, the get on the level feedback on its products and service. Coupled with the above, the exercise will further drive the aggressive brandstrategy, referred to above. The communication division should purposefully seek out platforms for exhibitions that will have atangible return on investment.

## 2.3    External Communication:

## Objectives

- To ensure consistent messaging to our major stakeholders and the public in a way which promotes and protects the municipality's reputation
- Building positive, proactive relationships with key media as far as possible
- Shaping the news agenda with positive stories about the municipality, its goal and activities
- Driving some of the big picture vision and key policy planks in all media opportunities, backed by clear delivery milestones
- Exploiting the full range of media relations techniques to gain positive exposure
- Respond swiftly and effectively to criticism
- Develop and implement an external communication strategy
- To ensure effective media relations and media management,and
- To actively promote and enhance the image of the municipality

**Media Liaison**

**Lobby the media**

The Communication Unit should strive to establish and maintain a positive relationship with the media stakeholders.
- Create a professional working relationship that is based on mutual trust and benefit. This could be achieved by examining the trend of reporting of individual identified journalists and seeking to arrange exclusive interviews that are guaranteed to interest the particular journalist whilst providing the municipality an opportunity to control and lead the debate.
- Identify possible news worthy stories within the municipality and create an interest in the media for such stories. The focus should be that a sizeable percentage of stories that make it into the media have been initiated by the municipality and will serve the interest of the municipality.
- Communication to the media should be informed, honest, accurate and precise.

**Media Monitoring**

☐ Media analysis must be undertaken on a continuous basis to identify pro-actively any problems, challenges, formative views, developments and trends that can assist in ensuring service delivery improvement.

**1. Media Releases:**

a. All media releases should be shared with the Manager: Communications before going out to the media.
b. Everybody must have a shared media contact list.

**2. Interviews:**

a. Subject to the communication protocol
b. All interviews must be managed by the communication division or its representative

**3. Media Briefings:**

a. Subject to the communication protocol
b. Subject to the importance and news worthiness of the issue under discussion
c. All media briefings must be managed by the communication division or its representatives.

# 3. Community participation

☐ To ensure effective community participation in the business of the municipality
☐ To inculcate a sense of ownership over the operations of the municipality
☐ To ensure wide consultation on matters that affects the counselors and their constituents.

**4. Events and Marketing**

☐ Develop, implement and manage 12 month rolling corporate calendar for the municipality.
☐ To assist staff to understand the value of their contributions towards making a success.
☐ To enable staff to realize and understand that their personal success is inseparable from the municipality's success.
☐ To enhance a core value proposition.
☐ To build and sustain client relationship management

## 5. Crisis Communication:

Because of the nature of the business the municipality could be classified as a high risk organization, and it is important for it to have a Crisis Communication Strategy which is expected to automatically kick in during time of crisis. Cape Agulhas Municipality's crisis communication strategy of the organization is to be subject to the provisions of the organization's Crisis Management Strategy and the Communication Protocol.

**Guidelines to be considered:**

1. Have a clear communication structure
2. Consistency in the spokes-persons and the message
3. All information to be shared in advance with the Mayor's Office
4. Apply pro-active information dissemination to media in order to limit the chances of media trying to dig up dirt on the municipality


## 6. OUR AUDIENCE

**Internal**
- Municipal employees
- All staff members
- Lines of Business
- Buildings
- Cleaners, gardeners, kitchen staff
- Municipal Management
- Counselors
- Municipal Manager
- Unions

**External**
- Media
- Radio
- Press
- Magazines
- Online Municipal Publications
- Public
- Youth
- Customers
- The community
- National departments
- Parliament
- Provincial departments
- Local municipalities
- Statutory bodies

## 7.  KEY MESSAGES

The following are some of the key messages that will be communicated to all stakeholders mentioned above. Note that themes will be used for each message.

☐   Strategic municipal projects
☐   Success stories
☐   Research & Development
☐   Lines of business success stories
☐   Policies & Procedures
☐   Annual Report
☐   Employee Report
☐   Corporate Social Investment
☐   Annual Events Calendar
☐   Profiling & recognizing top performers
☐   Sharing of experiences

## 8.  COMMUNICATION TOOLS

To disseminate the above key messages to different audience, the following communication tools will be used:

☐   E-mail
☐   Intranet
☐   Internet
☐   SMS
☐   Suggestion boxes
☐   Notice Boards
☐   Regular staff meetings
☐   Orientation / induction program
☐   Internal newsletter
☐   Breakfast sessions
☐   Industrial Theatre
☐   Press
☐   Facebook
☐   Blog
☐   Twitter
☐   Posters
☐   External newsletter
☐   Radio
☐   Events
☐   Consultation Forums
☐   Women's Forum
☐   Tender Briefings
☐   Press Conference

## 9. CONCLUSION

The Communication policy is responding to the Cape Agulhas Municipality's wide strategic document. It is designed and intends to strengthen the municipality's profile both internally and externally. It will be implemented throughout the organization and start at departmental level. While the strategic goals and objectives have been outlined in the above policy, a generic operational plan will have to be developed in order to achieve these goals and produce measurable results.