



**GWM**Water

# **Communications & Engagement Strategy**

**2019-2024**

# our vision and mission



## Context for the Communication & Engagement Strategy

### vision

sustainable water for regional growth,  
a healthy environment and vibrant  
communities.

### mission

providing innovative and affordable services  
through partnerships with stakeholders,  
customers and the community.

This Communications and Engagement Strategy has been prepared as a framework to support GWMWater with the delivery of our Strategic Directions 2018-2023 and our commitment to strive towards a Healthy Environment and Thriving Community.

This strategy sets out a clear direction for how our Communications & Engagement Team will support the organisation to achieve its vision. It is founded on the recognition that GWMWater's communications and engagement is at an important point in time, when it must balance the needs of its customers and stakeholders, who more than ever, have varied expectations in the way they prefer to be engaged and provided information.

Recognition of our history and what has guided our communications and engagement to date is important. Our region and the broader water sector have been impacted by a series of key disruptors. These are best summarised:

TIMELINE	STATUS	COMMUNICATIONS RESPONSE	
2000 – 2010	CRISIS	REACTIVE	Crisis response to Millennium Drought. All communications and engagement focused on response to drought including water restrictions and capital works (Wimmera Mallee Pipeline) to secure water supply.
			↓
2010 – 2018	RECOVERY	REACTIVE / PROACTIVE	Recovery period establishing 'what next' and understanding what our customers value. During this time other 'like' sectors were progressing their digital customer integration and online services.
			↓
2019 >	RESPOND & RECONNECT	PROACTIVE / REACTIVE	Our customers have told us what they value and expect. It's now time to deliver and engage in a way that meets their expectations and enhances our reputation as a valuable and innovative organisation in the region.

# Overarching Strategy

Where we have come from

Where we are going 2019 – 2024 and beyond

Water for Victoria

Drought and behavioural change

Investment in security of supply

Enhance livability and thriving community

Digital transformation by service providers and changing customer expectations

**DRIVER 1:**  
Internal Collaboration

Empower our people to deliver customer first culture

Enhance collaboration to deliver strategic and responsive communications

Integrate customer research in all we do to inform decision-making

**DRIVER 2:**  
Future Focused Digital Transformation

Drive digital transformation to enhance customer experience

Launch online consultation platform and panel

Meet community expectations regarding notifications of service changes

**DRIVER 3:**  
Strategic and Purpose Driven

Deliver revised engagement model

Evidence how contributing to thriving community and healthy environment

Demonstrate value, trust and innovation in all we do

Support major infrastructure projects with best practice communications and engagement

Deliver strategic campaigns to enhance reputation

Deliver strategic sponsorship program



## DELIVER OUTCOMES:

1. Our people will be thriving and actively engaged in enhancing our customer's experience.
2. Our customer's digital communications expectations will be met and their future needs anticipated.
3. Our customers and stakeholders will receive information that is relevant to them, will have a deeper understanding and value for our services and be empowered to make decisions about their water usage and services.



## Internal Collaboration

**We will engage our people to embed advocacy and implement processes that support the delivery of effective and meaningful communications.**

*To achieve this we will:*

- > Improve collaboration and information sharing across the business.
- > Enable timely, accurate and effective delivery of customer information to meet changing expectations.
- > Profile and segment our customers to better reflect preferred information and channel options for an enhanced experience.
- > Embed the IAP2 framework in all major projects and community engagement initiatives.
- > Align our brand and tone of voice to reflect a contemporary approach across all customer and stakeholder communications.

## Future Focused

**We will kick-start a digital transformation to enhance our customer experience and meet their expectations in regards to accessing and receiving information.**

*To achieve this we will:*

- > Reset our digital interface to establish a 'one-stop shop' for customers to access information and interact with us online.
- > Create a digital workspace for customers to provide feedback on ideas, projects and initiatives.
- > Establish a Digital Transformation Working Group to review how we can integrate existing digital platforms, including the Customer Portal, for e-Communication, e-Commerce and e-Collaboration.
- > Introduce e-Newsletter systems for projects as test cases for broader engagement.
- > Develop a Social Media Strategy with a focus on narrowing focus and effort to Facebook and LinkedIn.



## Strategic & Purpose Driven

**We will demonstrate value, enhance GWMWater's reputation and support customers through the delivery of purpose-driven communications and engagement.**

*To achieve this we will:*

- > Implement a revised Stakeholder Engagement model, including a Customer Advisory Panel and Annual Stakeholder and Customer Forum.
- > Enhance customer information about water usage comparative data.
- > Maintain openness and proactive approach to media relations; supported with video and still photography where appropriate.
- > Introduce a strategic approach to our sponsorship model to manage the criteria, assessment and implementation of sponsorship opportunities.
- > Review customer touch points to incorporate opportunities for ongoing and two-way customer interaction and research.
- > Develop, implement and evaluate Communications and Engagement Plans for major projects.
- > Take a more proactive approach to industry recognition by creating an annual calendar of opportunities for conferences and awards.