

Six- month progress report on City Promotions Action Plan Strategy November 2011

As part of the five year City Image Marketing Strategy, a six monthly progress report is required to be submitted to Council. This progress report follows a six month progress report to Council in May 2011.

As reported previously to Council a six month City Promotions Action Plan was developed with the view to completing the six months' actions to link in to timing of the release of the City's new Economic Development Plan - '10 Steps to Economic Success'.

This six month report summarises activities undertaken under the six month bridging plan June – November 2011.

The six month City Promotions Action Plan identified:

5 outcome areas • 9 KPIs • 29 key objectives • 48 action strategies

Of the 48 action strategies, 4 are incomplete. Completion date for the 4 action strategies remaining is March 2012.

Also attached is a summary of activities in regards to online marketing.

1 Promote a positive image

KPI: 80% of stakeholders indicate City Image Program is supportive or very supportive to individual pursuits: 95% satisfaction with key areas of the program (Stakeholder Survey n21 December 2010). The next stakeholder survey is scheduled for December 2011.

KPI: 90% customer satisfaction with quality of information and quality of service through the Visitors Information Centre: 97% satisfaction with quality of information, 100% satisfaction with quality of service (Visitor Survey n October 2011).

1.1 Ensure City brand and key messages are featured on City's promotion points (web, signage).	
Strategy	Outcome
<p>1.1.1: Maintain an industry and community database to communicate city promotions activities, key messages and events information.</p>	<p>1) Community database maintained. <i>Development of a tightly targeted database has been created.</i></p> <p>2) Industry database maintained. <i>Development of a tightly targeted database has been created</i></p> <p>3) Bi-monthly newsletters sent to community database. <i>6 "what's on" newsletters have been distributed with improvements made on the format of the newsletter in September 2011.</i></p> <p>4) Bi-monthly newsletters sent to industry database. <i>8 newsletters have been distributed keeping industry up-to-date with Branch activities and events in Dubbo. Improvements were made on the format of the newsletter in September 2011.</i></p>
<p>1.1.2 Transport advertising: promotion on local transport vehicles travelling outside region.</p>	<p>1) Transport/ suppliers co-operatively branded. <i>Proposals will be presented to Pilon's Transport and Thompson Bros Transport in late November.</i></p>
<p>1.1.3 Online marketing/search engine marketing program for</p>	<p>1) Increase in site traffic. <i>Overall site traffic was up slightly by 2 percent to</i></p>

Dubbo.com.au	<p>63,654 visits compared to same period last year.</p> <p>As a new, increased focus of activity of the Branch, an outline of activities follows this table.</p>
<p>1.1.4 Utilise Council and industry communications i.e. City Connection, Communique, E-blasts, weekly radio segments and newspaper column, to promote events in the City and Program activities.</p>	<p>1) All channels contain information about Program/activities.</p> <p><i>All channels available are being utilised to promote activities and industry participation.</i></p> <p><i>Eg: Dubbo City Guide advertising, banner campaign, I Love Dubbo event, New Residents Night, funding and training opportunities provided by third parties, events in Dubbo.</i></p>
<p>1.1.5 Update City signage to be consistent and in line with City brand</p>	<p>1) CBD Banner Campaign implemented</p> <p><i>Season one of the campaign will be launched in November with corporate partnerships to be sought to support future seasonal installations.</i></p> <p>2) City gateway signs installed reflecting new brand</p> <p><i>Gateway entry signage is to be considered in a revision of Council's existing City Signage Strategy. Revised strategy, concepts and timeline to be provided to Council in March 2012.</i></p>

1.2 Proactive and responsive positive exposure in local and external media.

Strategy	Outcome
<p>1.2.1. Local advertising campaign promoting dubbo.com.au.</p>	<p>1) Local media campaign implemented.</p> <p><i>The launch of the new edition of the Dubbo City Guide will include a campaign aimed at increasing on-line activity within the spaces of dubbo.com.au and social media. Results of the campaign will be reported to Council in March 2012. Site promoted via weekly on radio segments promoting events in Dubbo.</i></p> <p>2) Information / familiarisation / engagement program targeting local service stations.</p> <p><i>Program communicating Dubbo website is currently in development and due for completion March 2012.</i></p> <p><i>City and visitor information packs distributed to local coach transport providers and also re-issued to the Dubbo Taxi Co-operative.</i></p>

<p>1.2.2 Support local and external media enquiries and opportunities that support positive promotion of the City.</p>	<p>1) Enquiries supported.</p> <p><i>Case study and information for Sunday Telegraph article: 'Job boom across west'</i></p> <p><i>Information and contacts provided to real estate magazine to assist in a feature on the growth of Dubbo.</i></p> <p><i>Editorial and images provided to Mum's Delivery website (targeting families)</i></p> <p><i>Editorial and images provided to Outback Tracks magazine</i></p> <p><i>Provided City images to eight local stakeholders to support promotional individual efforts and activities. 81 people have accessed the image library on Council's corporate website, and 129 people have accessed the image library via Dubbo's promotional website.</i></p> <p>2) I love Dubbo Event delivered</p> <p><i>The 2011 I love Dubbo event is planned for Saturday 26 November at the Dubbo Aquatic Leisure Centre (DALC). Free entry and activities are planned with dual purpose to celebrate the event and promote the DALC facilities and experiences.</i></p>
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1.3 Maximise opportunities by providing access to relevant and timely information and materials through the Visitors Information Centre.

Strategy	Outcome
<p>1.3.1 Maintain and distribute New Resident, Visitor, Investor and Events Information Packs.</p>	<p>1) Packs maintained.</p> <p><i>Completed. A review of the content and information of each pack is currently being undertaken.</i></p> <p>2) Packs distributed.</p> <p><i>Packs distributed 1 May 2011 - October 22 2011:</i></p> <p><i>551 New Residents Packs (200 in September)</i></p> <p><i>1,244 Visitor Information Packs</i></p> <p><i>9 Investment Packs</i></p> <p><i>8 Events Packs</i></p>
<p>1.3.2 Local and regional produce program established.</p>	<p>1) Products available and sold through Centre.</p> <p><i>The Dubbo Visitors Information Centre currently exhibits and sells products from 11 suppliers. Products in the</i></p>

	<i>“Take Part of Our Region Home with You” display include ugg boots, beauty products, indigenous and non-indigenous artwork, publications and produce.</i>
1.3.3 Maintain high level of customer service.	<p>1) Centre visitation maintained.</p> <p><i>The Dubbo Visitors Information Centre visitation rates continue to remain high with 39,687 customers visiting the Centre 1 May - 22 October 2011.</i></p> <p>2) Satisfaction with quality of service and quality of information.</p> <p><i>Satisfaction of quality of service 100%</i></p> <p><i>Satisfaction with quality of information 97.1%</i></p>

2. Promote City as preferred service centre and assist in attracting major investments

KPI: Provide support or referral to all investment enquiries All enquiries managed, or referred, as appropriate.

KPI: One campaign promoting City’s retail offering and professional services A television commercial (TVC) promoting Dubbo’s shopping and services went to air for two weeks in June. The TVC will go to air again in December in-line with the Christmas trading period.

2.1 Support major investment attraction with relevant information and promotions	
Strategy	Outcome
2.1.1 Local retail promotional program provided to major events that attract overnight visitation.	<p>1) Minimum 3 events supported with reward/retail program for delegates/visitors.</p> <p><i>Special offers from the tourism and retail industries were provided to:</i></p> <ul style="list-style-type: none"> - <i>NSW Men’s Pennants</i> - <i>NSW Women’s Pennants</i>
2.1.2 Promote City’s retail diversity and encourage local and catchment area spend.	<p>2) Deliver regional catchment area campaign promoting City’s shopping and services.</p> <p><i>A television commercial (TVC) promoting Dubbo’s shopping and services went to air for 2 weeks in June. The TVC will go to air again in December in-line with the Christmas trading period. The TVC was partnered by Centro and Orana Mall shopping centres.</i></p>
2.1.3 Ensure all investment leads and referrals are	<p>1) All investment leads actioned and/or referred.</p> <p><i>All investment leads are actioned within a 48 hour time frame</i></p>

<p>managed effectively and reported against.</p>	<p><i>and when applicable referrals are made, relevant to the enquiry.</i></p> <p>2) Local Business Resource Centre maintained on dubbo.com.au</p> <p><i>The Centre has been improved by simplifying the page levels of the site and the information within the site. The site was promoted as a resource for industry in the October e-blast. 369 people have visited the Centre from 1 June - 23rd October 2011.</i></p>
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3. Increase investment through event and key tourism market attraction

KPI: Support attraction of three major events (12 month KPI) Currently working with Inland NSW regarding attraction of a major event, and with the Dubbo Touch Association to produce a bid to attract the annual NSW Country Touch Football Championships for an additional three years, 2013, 2014 and 2015.

KPI: Develop 2011/12 City Guide on time and budget with 90% stakeholder satisfaction Guide produced on time and on budget. Due to be launched 24 November 2011. Satisfaction survey to be completed after launch).

3.1 Support growth and expansion of the events market

Strategy	Outcome
<p>3.1.1 Oversee delivery of conferences awarded to the City for 2011/2012.</p>	<p>1) Successful delivery of 2011 Australian Livestock Markets Association (AGM) and Conference (including central reservation service).</p> <p><i>The conference attracted record numbers of delegates and sponsors. All costs including the cost of the professional conference organiser were covered.</i></p> <p>2) Successful delivery of Local Government Aboriginal Network Conference.</p> <p><i>The conference attracted sponsorship and a strong number of delegates. All costs including the cost of the professional conference organiser were covered.</i></p> <p>3) Commence planning for Australian Local Government Women’s Association Conference.</p> <p><i>Planning has commenced with a pre-conference promotional brochure produced by the Branch to promote the conference at the LGA Conference in Shoalhaven.</i></p> <p>4) Commence planning for NSW LGA Conference.</p> <p><i>Planning has commenced. Staff attended the 2011 NSW</i></p>

	<p><i>LGA Conference in Shoalhaven to promote the Dubbo conference.</i></p> <p>5) High level support to Division of Local Government Conference (including central reservation service).</p> <p><i>Destination 2036 was delivered. With every Council in NSW represented, Dubbo attracted good press in the lead up and during the conference.</i></p>
<p>3.1.2 Facilitate development of the Dubbo City Event Strategy.</p>	<p>1) Strategy developed.</p> <p><i>The Dubbo City Events Strategy will be presented to Council at its November meeting. The document will then be placed on public exhibition for comment.</i></p> <p>2) Resourcing / implementation program developed to support Strategy.</p> <p><i>Following proposed adoption by Council in February a two year action plan will be implemented.</i></p>
<p>3.1.3 Promote local events to the local community.</p>	<p>1) Event calendar maintained.</p> <p><i>Improvements are currently being developed for the Events section of dubbo.com.au with improvements made on the format and functionality of the “what’s on”</i></p> <p>2) Calender expanded to include live music “gig” guide (involving local hotels).</p> <p><i>Gig Guide opportunities will be communicated with industry in the near future.</i></p> <p>3) Weekly radio and print promotion of events maintained.</p> <p><i>ZooFM and Radio 2DU segments continue. Press segments with local newspapers are currently being reviewed.</i></p> <p>4) Increase use of social media to promote local events.</p> <p><i>Facebook page VisitDubbo has been created to specifically promote events and visitor experiences in the City. The page is included in a local resident campaign designed to increase traffic to dubbo.com.au and information on-line.</i></p> <p>5) Utilise CBD events board.</p> <p><i>The Dream Festival was the first event to utilise the information board at the Rotunda. Potential use of the board will be communicated to targeted events.</i></p> <p>6) Increase communication to local businesses of major events in</p>

	<p>the City.</p> <p><i>The cyclic e-blast has been used to communicate with business about major events.</i></p>
<p>3.1.4 Continue to deliver follow-up mechanisms to event enquiries and opportunities.</p>	<p>1) Maintain events database and what's on communication channels.</p> <p><i>The events database continues to expand with telephone calls/emails following up leads, prospects and enquiries.</i></p> <p>2) Provide support (advice/ collateral/ referrals/promotion) to local events.</p> <p><i>25 events were provided with high-level assistance including banner display; use of information sign at the Rotunda; City banners; large quantities of Dubbo City Guides; market research; Special Offer Program; displays at the Dubbo Visitors Information Centre; editorial, images and information and advice.</i></p> <p>3) Develop or support development of event bids to attract events to the City.</p> <p><i>A bid was developed for the 2013 Jaguar Club National Rally (unsuccessful) and a bid is being developed for the 2013, 2014, 2015 NSW Touch Country Championships.</i></p>

3.2 Support growth of and expansion of tourism market

Strategy	Outcome
<p>3.2.1 City information bays/stands developed in key City attractions/businesses.</p>	<p>1) Stands developed.</p> <p><i>Discussions commenced with location owners. Information board signage is to be considered in a revision of Council's existing City Signage Strategy. Revised strategy, concepts and timeline to be provided to Council in March 2012.</i></p>
<p>3.2.2 Produce cooperative, high quality Dubbo City Guide that meets needs of key target markets.</p>	<p>1) Dubbo City Guide produced on budget and on time.</p> <p><i>102 businesses advertised in the 2012/2013 Dubbo City Guide, which will be launched on 24 November. 150,000 copies targeting families and seniors will be in market for 18 months. An on-line version will feature on dubbo.com.au.</i></p> <p>2) 90% satisfaction with Guide.</p> <p><i>A survey of advertisers will be undertaken in December.</i></p>
<p>3.2.3 Support identified tourism campaigns in</p>	<p>1) Implement Central NSW and Hunter region television campaign.</p>

<p>cooperation with local tourism industry.</p>	<p><i>Due to a delay in announcement of funding (applied for from Destination NSW); the campaign scheduled for the Autumn school holidays will now take place in Spring 2012. The campaign aims to partner with Inland Tourism and Destination NSW. It will strategically complement a Taronga Western Plains Zoo television campaign.</i></p> <p><i>A regional television campaign promoting Dubbo as a place to visit went to air during the Spring and Autumn school holiday periods. The campaign was partnered by Old Dubbo Gaol.</i></p>
<p>3.2.4 Direct marketing and advertising activities targeting school/educational tour market.</p>	<p>1) Promotional activities undertaken: Online marketing, advertising in speciality media and direct mail activity</p> <p><i>Incomplete. Development on targeted campaign to commence January 2012.</i></p> <p>2) Dubbo Education Tours Program expanded.</p> <p><i>Incomplete. Expansion scheduled for January 2012.</i></p>
<p>3.2.5 Conduct regular visitor satisfaction research.</p>	<p>1) 10 surveys conducted monthly. Satisfaction with Visitor Information Centre services remains above 90%.</p> <p><i>160 surveys conducted with a satisfaction of quality of service at 100% and satisfaction of quality of information at 97%</i></p> <p>2) All customer feedback communicated back to relevant operators.</p> <p><i>Complete.</i></p>

3.3 Maintain, grow and capitalise on state and regional marketing efforts

Strategy	Outcome
<p>3.3.1 Maintain memberships and strong working relationships with regional groups.</p>	<p>1) Maintain membership with:</p> <ul style="list-style-type: none"> - Central NSW Tourism - FilmCentral - Newell Highway <p><i>Membership maintained. Dubbo joined membership of regional tourism organisation, Inland Tourism. Communication by email is undertaken with each organisation on a regular basis.</i></p>
<p>3.3.2 Support identified regional and cooperative marketing initiatives.</p>	<p>1) Support:</p> <ul style="list-style-type: none"> - Newell Highway Guide - Inland Tourism initiatives - Country and Regional Living Expo

	<p>- Evocities initiatives</p> <p><i>Support provided to Regional Development Australia to promote Dubbo at the Country and Regional Living Expo.</i></p> <p><i>Communications remain open.</i></p>
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4. Attract and retain skilled professionals

KPI: deliver and support Evocities campaign (support minimum 50 new residents' relocations per year) 551 new resident enquiries were provided with targeted, personal responses (1 May 2010 to 22 October 2011). 39 recorded enquiries during this period have moved to the City.

KPI: deliver one new resident engagement activity New Resident Welcome event scheduled for 25 November 2011.

4.1 Ensure that all Evocities efforts are fully supported	
Strategy	Outcome
<p>4.1.1 Respond effectively to all new residents enquiries. Maintain and update fulfilment packs/materials to ensure they connect with campaign target markets/key messages.</p>	<p>1) Information packs and online information maintained/updated.</p> <p><i>551 New Residents Packs and 9 Investment Packs distributed. Personal responses and follow-ups were made to each enquiry</i></p> <p><i>39 cases of new resident enquiries recorded have moved to Dubbo.</i></p> <p><i>23 cases of new resident enquiries have committed to moving to Dubbo and are just waiting to secure employment before making the move.</i></p> <p>2) All enquiries responded to in campaign targets.</p> <p><i>Completed.</i></p>
<p>4.1.2 Support Evocities activities.</p>	<p>1) Promote and support dubbo-jobs.com.au</p> <p><i>30 employers have utilised the free service listing on Dubbo Jobs.</i></p> <p>2) Campaign's promotional and public relations activities supported.</p> <p><i>Evocities stand "Reinvent Your Career Expo" held at Darling Harbour in September. 31 specific relocation enquiries recorded and responded to.</i></p> <p><i>Supported development of Sunday Telegraph article: 8 respondents recorded and actioned.</i></p>

4.2 Deliver connect and welcome initiatives for new residents

Strategy	Outcome
<p>4.2.1 Welcome new residents to City and encourage connection with community.</p>	<p>1) New Resident Night held.</p> <p><i>A New Resident Night is scheduled for 25 November at the Old Dubbo Gaol. The event is being communicated to new residents via a database; media and posters. Not-for-profit organisations are being invited to participate.</i></p> <p>2) 90% participant satisfaction.</p> <p><i>Results of the survey are not known to date.</i></p>

5. Industry collaboration and engagement

KPI: 80% stakeholder satisfaction with Program initiatives Next stakeholder satisfaction survey to be undertaken in December 2011.

5.1 Build support through proactive communications program.

Strategy	Outcome
<p>5.1.1 Ensure industry is aware about City Image Program and cooperatives opportunities.</p>	<p>1) Bi-monthly e-blast updates delivered.</p> <p><i>Six e-blasts have been distributed to industry.</i></p> <p>2) 90% awareness of Program among stakeholders.</p> <p><i>Stakeholder satisfaction survey to be undertaken December 2012.</i></p> <p>3) 700+ contacts on City Promotions and City Information database.</p> <p><i>2050 contacts remain on database. Improvements have been made to the database to make it more targeted and communication more relevant to recipients of the e-blast.</i></p>
<p>5.1.2 Support business learning and development opportunities.</p>	<p>1) All known local and regional learning and development programs are communicated via City Promotions communications channels (online resource centre, business events listings, e-blasts, weekly radio segments and weekly newspaper column).</p> <p><i>Complete.</i></p>

Dubbo City online marketing

1) Social Media Strategy

A social media strategy and policy has been created for Dubbo City Council businesses. The document will help to empower staff to utilise social media space for the purposes of promoting Dubbo and providing information. This strategy will align to the Corporate Communications Social Media Strategy Policy and strategy (also in development). These documents will provide a much needed framework to guide and direct staff's use of social media. A new VisitDubbo has been created which will focus on event and activity in the city, primarily focused on visitors, Dubbo expats and locals.

2) Social media buttons

Dubbo.com.au now carries a number of social media buttons to enable people to share digital and website content with friends and followers. The buttons include: Google Plus (only recently launched internationally in October), Facebook and Twitter.

3) TripAdvisor

Dubbo now features on the powerful international travel site, tripadvisor.com.au. Dubbo is on rotation with other cities and areas like the Whitsunday Coast Qld, Frankston Vic, Broome WA, Wellington NZ and Burleigh Heads Qld. The site is becoming a popular channel for visitors to find out information about destinations and it encourages users to submit travel blogs about experiences with accommodations, attractions and other tourism related businesses. Dubbo's presence on this website will help optimise the Dubbo.com.au website and increase visitation.

4) Dubbo.com.au website traffic

Overall Site traffic in the period was up slightly by 2% to 63,654. Page views were down by 27% to 182,203.

Website Visits			Page Views		
2010	2011	Change	2010	2011	Change
62,345	63,654	2% ↑	252,164	182,203	27% ↓

*Comparison Figures used 1 May – 20 October 2010 compared with May – 20 October 2011.

Source Google Analytics

5) Site optimisation

Dubbo.com.au continues to rank highly in Dubbo related requests in search engines such as Google. In key word searches such as 'dubbo accommodation' and 'dubbo hotels' the website is competing against national and international travel sites such as Expedia and Wotif who are buying these search terms in order to gain visitor traffic. The website optimisation of Dubbo.com.au ensures that the pages rank highly in searches which ensures higher traffic flows. City Promotions continues to look at ways to increase website visitation by adding relevant content and monitoring search engine trends and increasing site landing pages.