Greater Hume Shire
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Communications Strategy and Implementation Plan

| Date	Written By	Date Adopted
July 2017	Executive Assistant Governance and Economic Development – Marg Killalea	Minute 4731, Adopted on 21 June 2017

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Executive Summary

Effective communication is a vital element in building a positive identity for Council through better awareness of its services, activities and projects, achievements and resources. Effective communication aids internal information flows within the organisation. By encouraging two way communication community participation and engagement can be achieved.

In 2015 Greater Hume Shire Council was deemed to be fit by the NSW Government and announced that the Council should standalone. Council was instructed to proceed with its Improvement Action Plan including the development of a Communications Plan to ensure contemporary and effective community engagement techniques are utilised.

Later Council adopted its first Communications Policy which provided the platform for the development of this plan.

The Greater Hume Shire Council Communications Strategy and Implementation Plan formalises Council's communication efforts, and paves the way for a planned approach across the entire organisation. Whilst the plan focuses on communications with external stakeholders, it also delivers a planned approach to communications with staff and councillors, as well as strategies to support wider community engagement, monitoring and evaluation.
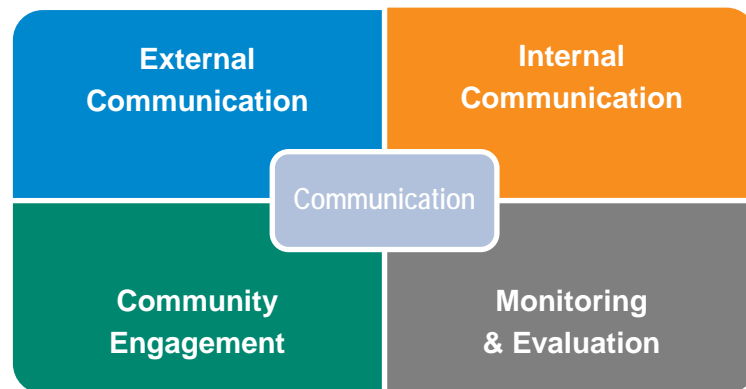
This document creates a framework to project a positive and professional corporate image, and promote the Council as a forward thinking, progressive and community focused organisation through the application of consistent messages in a wide range of communication channels.

The plan aligns with Council's Community Strategic Plan themes of leadership and communication, and Council's 4 Year Delivery Program.

The plan identifies 24 recommendations, including a number of contemporary strategies.

Key recommendations for the strategy are identified as:

- Development of a Corporate Brand Manual including refinement of Council's corporate brand image and creation of a signage plan
- Creation of a rolling Content Plan (promotional plan) for all key work flows across the organisation that impact communications both externally and internally
- Creation of a new website as a corporate publication with high visibility, ensuring accessibility meeting Web Content Accessibility Guidelines 2.0 standards and interactive features

- Development of a social media guide to provide a guideline for the number of staff managing 9 Facebook pages
- A revamped newsletter strategy which will result in redesigned printed newsletters together with investigation of a digital customer record system for communications including newsletters and an expanding use of SMS alerts
- Internal communications strategies including the generation of the General Manager's Monthly Update to all staff as well as an organisation wide commitment to work group meetings and reporting
- The creation of community engagement toolkit, a planning checklist to ensure that the community is well informed or consulted on major projects
- Introduction of the feedback postcard, as an evaluation tool.

Objectives and Principles

Four key objectives underpin the Communications Strategy and Implementation Plan:

1. to better inform the community of the services and activities carried out by Greater Hume Shire Council (GHSC) in line with the goals outlined in Council's 4 year Delivery Program
2. to improve internal communications between Council departments and across management levels
3. to enhance and encourage two way inclusive communication across all members of the community
4. to drive community participation and engagement with Council programs, activities, and events.

Why is a structured Communications Strategy and Implementation Plan important?

It is recognised that effective communication and community engagement provides the following benefits:

- information is exchanged and decisions are understood
- assists in building a positive reputation
- exercises community leadership
- builds networks and collaboration
- provides ample opportunities for feedback
- strengthens and bonds relationships with stakeholders
- generates community support and involvement makes for better decisions
- helps to build resilience to adapt to changing circumstances
- provides a platform of strength to manage crises
- improves staff morale and job satisfaction
- helps attract and retain employees.

Communication Principles

Aligns to corporate guiding principles	• Inclusive - Consultative - Liveable - Growth - Accountable
Honest and accurate	• Communication is transparent and includes all the relevant facts and data
Purposeful	• Communicating on matters important to the community
Plain English	• Communication is written in plain English, jargon free
Accessible and inclusive	• Accessible formats • Multiple mediums are considered to ensure communication effort is inclusive
Timely	• Providing information and responding in a timely manner. • Selecting the most appropriate tool(s) to deliver the message.
Two way dialogue	• Feedback is encouraged on all issues and is processed. • Early community engagement ensures there is opportunity for the community to have their say on decisions that impact on them
Evaluation	• By evaluating communication efforts, continuous improvement is achievable

Essential Snapshot

Resident Population	10,406* *ABS Cat 3218*
Rateable Properties	6,490
No of Staff	108 EFT
Operating Budget 2017/2018	$29,163,064
Offices	Administration – Holbrook. Technical – Culcairn Customer Service Offices Henty, Jindera and Walla Walla (RTC)
Community Committees	45 Section 355, 9 Community Reference Committees
Waste Disposal Centres	8
Public Swimming Pools	5
Towns and Villages in shire	11
Parks and Playgrounds	32 parks, 14 sportsgrounds
Major events	Celebrating Australia Day
Council Services	Customer Service Libraries at Culcairn, Henty and Holbrook, Mobile Library Ranger Services Storm and Emergency Services Road Safety Education Aged Care Accommodation Youth Services Visitor Information via Visitor Information Centre, Visitor Information Points. www.visitgreaterhume website Event management Greater Hume Children Services Infrastructure and road network services Planning and building services Waste collection and landfills/Culcairn Recycling Centre Water supply – sewerage Internal operational including Administration, Governance, Records, HR, Depots, WHS/Risk
Strategic Documents	2017 – 2030 Community Strategic Plan *Live A Greater Life* 2017 - 2021 Delivery Program and 2017 - 2018 Operational Plan Disability Inclusion Action Plan Community Engagement Strategy
Relevant policies and references	Communications Policy Customer Service Policy Social Media Policy Complaints Handling Policy Customer Service Standards Events Guide GHSC Brand Manual/Guideline (being compiled)

Communication – Our community

Greater Hume Shire's five main towns are: Holbrook, Culcairn, Henty, Jindera, and Walla Walla. Villages in the shire are: Burrumbuttock, Woomargama, Gerogery, Walbundrie, Morven and Brocklesby.

The shire has a predominant rural character, with the traditional role of the towns and villages servicing productive rural industries in surrounding districts and highway traffic.

Many residents are choosing to live in the rural environs of the shire seeking large residential allotments and rural lifestyle blocks, while having only a short commute to work in Albury Wodonga or Wagga Wagga accessing city services and facilities.

Characteristics of the resident population are:

a geographically diverse population	is older >65yrs than the remainder of NSW - GHS 21% NSW 15%	median age 43 years
average personal income $479/week	has the same proportion of Aboriginal people as NSW;	has less people born overseas and speak languages other than English at home than NSW;
has pockets of disadvantage;	has an extremely low crime rate	more people volunteering GHS 26% NSW 18%.

Source: Greater Hume Shire Council Community Health and Wellbeing Profile and Plan. ABS 2011 Census

From an external communications viewpoint, further distinguishing aspects of the resident population include:
- there are (small) emerging new Australian (Fijian and Indian) communities
- the take up of the National Broadband Network (NBN) across the shire in July 2017 is ahead of the Australian national average *Source: NBNCo*
- there are isolated (harder to engage) pockets of residents living in the outer rural extremities of the shire, e.g. Carabost, Lankeys Creek, Wymah/Talmalmo and western fringe
- some new residential estates are dormitory in nature.

The communication strategy must be mindful of the need to inform and engage ageing residents recognising that a significant proportion of residents may not be digitally connected.

The strategy must ensure that communication both in traditional print format and by electronic or digital means must be accessible for all members of the community, including the vision impaired.

Top priorities for improvement were identified in the 2016 Community Survey, with 5 of the 10 priorities listed as:
- *Council responsiveness to Community needs*
- *Consulting with the Community*
- *Council Leadership and Advocacy*
- *Informing the Community of Council decisions*
- *Promoting Economic Development.*

Source: Table E-1 Greater Hume Shire Council – Community Survey 2016, p.7

Communication - Our Staff

Characteristics of Council's staff profile are:

male/female ratio of staff is 59% male, 41% female	**Current staffing profile is 87 full time, 24 permanent part time and 15 casual staff**	**73 indoor staff located in a number of office locations**
53 outdoor works staff report to 1 of 3 depots. **5 landfill staff do not report to depots**	**70% staff have access to email and digital means of communication**	**30% staff are not digitally connected, so print and face to face communications important**

In 2016, all staff were invited to participate in a confidential survey focusing on communication in practice and leadership effectiveness.

From the survey results, two key aspects emerged indicating that staff were specifically interested in:
- future strategies and projects of the council
- organisational structure changes affecting offices and staff/roles.

Staff suggested various methods to improve internal communications, namely:
- better communication with staff from management level to ensure everyone is fully aware of changes that affect their roles/team
- sharing of information between departments to ensure a more cohesive work flow
- conduct regular work group team meetings
- monthly financial reports to teams would help staff understand where the money is being spent
- address issues face to face or via phone call, stop generic emails
- put notices on tea room boards/handouts
- provide a mechanism to listen to the small fish.

The aim of the internal communication strategy and implementation plan is to provide for a consistent approach across the organisation regarding formal and informal internal communication leading to positive staff morale, higher job satisfaction and improved productivity.

Communication - Our Council

Greater Hume Shire Council comprises nine councillors, with three councillors elected to each ward, known as North, South and East wards. Councillors are elected by the residents of the shire every four years. The current council term continues until September 2020. In September 2016, Councillors elected the Mayor for a two year term and Deputy Mayor for a one year term.

In terms of communication, councillors' needs include accessing a range of documentation in order that they can carry out their role, including:

Policies of Council	Statutory information	Codes of conduct
Meeting procedures	Organisational reports	Agendas and minutes
Budgets & strategies	Council strategies	Training and skills development

This requires ongoing consideration of what's the best method e.g. hard copy and digital /email for that information to be provided, given that

- communication must be timely and efficient
- skills are required to digest large volumes of information
- involves attending Council meetings, workshops and community forums
- statutory deadlines may apply
- residents know who to contact if they want to talk to their local councillor about issues that impact them
- councillors may want ready access to the General Manager and senior management
- Council leadership is enhanced with skills development in the areas of meeting procedure
- developing inclusive and balanced issue thinking is important for effective report writing and decision making.

Communication Stakeholders

Key stakeholder groups are shown diagrammatically below:

For a detailed Stakeholder Analysis please refer to APPENDIX 1.

Communications SWOT

External Strengths	External Weaknesses
Good networks established with stakeholders such as section 355 committees who manage council assets and reference committees across the shire, reporting back to Council on specific community issues and projects	Customer Request Management system and processes warrant refinement to improve responsiveness and community satisfaction levels
Wellbeing alliance established and working	Staff responsiveness to correspondence, public engagement submissions, telephone calls, and emails
Strong financial discipline and budget results are reported back to the community through community newsletters and bulletins through ratepayers instalment notices	
Community newsletters distributed via unaddressed mail issued to inform the community of Council's key services, programs, projects	
Business database/directory established used for dissemination of business newsletter, business directory and event promotion	
Major Australia Day event held annually is well supported by the community	
Council is responsive and delivers key support in times of need to communities and residents in disaster/crisis/emergency, e.g. storm, bushfire, flood, asbestos	
Strong customer service ethos by Customer Service staff, who aim always to be caring and courteous with customers. Staff are knowledgeable about Council and its affairs	
Strong advocacy and committed to obtaining grant funding for major infrastructure upgrades and support shown for sourcing other grant funding for community projects	
www.visitgreaterhume.com.au website established. Visitor Information Centre and Visitor Information Point networks across the shire	
Regular classified advertising in local newspapers	
Council factsheets in key topics are placed monthly or bimonthly in community newsletters	
Council news publication distributed to community newsletters disseminates decisions from council meetings back to the community	

External Opportunities	External Threats
Refreshment of council's brand image and sub-brands and creation of brand manual will present a professional and positive image for the council	Government road funding grants changes at short notice impacting on works program and Council's overall efficiency
New town /village signs. New shire entrance signs will project a positive and professional image for the council	Unexpected and unplanned changes in Government Policy e.g. NSW Government about face on Fire and Emergency Services Levy
New website undertaken which will enable residents to interact with council online rather than visiting an office [website becomes the council]	
Develop a formal digital newsletter strategy - commence collecting emails to develop an email list for digital dissemination of council information e.g. community newsletter can be issued more frequently via email / Mailchimp electronic newsletter	
Explore use of SMS for key payment / instalment dates	
Develop a CRM system to enable SMS and email alerts and to communicate efficiently and timely in times of emergency	
Expanding community engagement efforts to result in better decisions surrounding community projects and decisions	
Live streaming of council meetings	
You Tube Videos produced to engage residents on key topics of interest or need	
Develop photo library of imagery to better market the shire	
More regular consistent media release issued to media to sell Council's good news and projects being undertaken	
Develop a strategic message matrix, so that Council's key messages are being heard across all key communications e.g. newsletters, media releases, strategic documents	

Internal Strengths	Internal Weaknesses
Council has a committed workforce undertaking a range of roles to ensure that the corporate plans laid down for the year are carried out	Internal communication at times insufficient for staff to be well informed about changes within the organisation, and about programs and projects across departments
Council operates efficiently with key services – roads, water, sewer, customer service and emergency out of hours contacts are maintained at all times	Office status is not consistently used by all staff
Council has many experienced and knowledgeable staff (office and outdoor) that undertake core and critical functions with high level of commitment and professionalism	Responsiveness to CAR's requests warrants investigation and improvement made to the system and processes to result in improved community satisfaction levels and to improve staff efficiency
New staff are welcomed to the organisation with disciplined induction, WHS and training opportunities provided	

Internal Opportunities	Internal Threats
A Council wide commitment made to regular work group team meetings to improve communication across all departments	Other councils poaching trained and experienced staff
Sharing of information between departments to ensure a more cohesive work flow	
Regular communication from General Manager to all staff	
Developing checklists for ordering of stores for routine projects e.g. footpath, road, events	
Works managers to coordinate purchasing of stores in a timely and efficient lead time	
Make the effort to celebrate our successes	
Undertake regular communication with staff from management level to ensure everyone is fully aware of changes that affect their roles/team	
Address issues face to face or via phone call, with aim to reduce or eliminate the need for generic emails	
Place notices on tea room boards/handouts	
Provide a mechanism to listen to 'the small fish' suggestion box in tearooms, feedback postcards, with senior management reinforcement at staff breakfasts/bbq's	

External Communication Categories

Council Services	Governance	Works Programs	Community News	Tourism	Emergency/Crises
Customer service Administration Transactional - rates and charges Registrations Water/sewer supply Waste collections Land use planning Development applications Building approvals Regulatory services	Community Strategic Plan Delivery Program Operational Plan and Budgets Long term financial planning Branding Policy and procedures WHS /Risk Agenda & minutes Councillor recruitment & training Budget Audit	Sealed rural roads maintenance Gravel resheeting Urban road maintenance Kerb and gutter projects Tenders Major infrastructure projects Industrial land estates	Citizenship Australia Day Event Grants Events across the shire Citizen of the Year awards Committees of management Awareness and education Youth Buy Local /Remplan Road safety Business & community directories Family Day Care	Attractions Visitor Facilities Signage Events/festivals Accommodation	Special Crises (e.g. asbestos) Storm Flood Bushfire Incident emergencies
Objective and Key Messages					
Timely and accurate information is available Essential services are maintained Awareness is created about land use planning Development and building approvals System is efficient and timely Positive brand association	Community is consulted Community can readily access Council's plans and budgets Good governance and policy prevails Risk & WHS management is a priority for the Council Councillors are attracted to stand Positive brand association	Ensure road network is maintained Community well informed about pending and active works projects Positive brand association	Community is aware o of major events Community infrastructure is well maintained and used by many community groups Community is communicated about buy local, road safety, youth activities, family day care options Positive brand assoc	Awareness is generated for key attractions. Public facilities are well provided for and maintained Memorable brand association	Council communicates that it supports its communities in times of peril, disaster, etc. and can be relied upon Positive brand association
- Communication Vehicles					
- Customer Service Officers - Customer Request Management	- Community engagement activities - Postcard feedback	- Delivery Program and Operational Plan Works Program - Public exhibition	- Community Newsletters - Business e-newsletter	- Visitors Guide - Events Guide - Visit Greater Hume website	- Out of hours emergency contacts - Community engagement

Council Services	Governance	Works Programs	Community News	Tourism	Emergency/Crises
- Rates and Charges Notices - Invoices - Website - Telephone - Brochures - Community Newsletter	- Have your say - Strategic Documents Reports - Budgets - Newsletter in rates - Website - Policy - Council reports - Media releases - Campaigns - Correspondence - Community newsletters - Factsheets - Mayoral column - Council News - Street stall	- Community Newsletter - Correspondence - Face to face - Email - Letter box drop - Advertisements - Tenders - Tenderlink - Hardship policy - Community Engagement Guide - Public meetings - Business Prospectus - Industrial estate signage and marketing plan	- Residents Guide - Business and Community Directories (website) - Greater Hume Children Services website, flyers - Brochures - Facebook - Website - Events (Australia Day) - Citizenship ceremonies - Signage - Business Directory (print) - Community Grants programs - Promotions - Programs - What's On newsletter	- Instagram - Signage - Promotional advertising - Events - What's On newsletter	- Forums - Website - Social Media - Community Newsletter

Internal Communication Categories

Objective	To improve internal communication and information flow, morale, so that staff feel informed and engaged		
Key Strategies:	**General Manager's Update**	**Work Group Meetings and Reporting**	
Objective:	To provide an organisational wide update to all staff on a regular basis	**Objective:**	To provide all staff the opportunity to provide feedback, suggestions, raise issues and enhance two way collaboration within workgroups and across management To improve work flows and planning Strengthen team relations Identify possible issues and clarify early
Format:	Once a month, via Email or printed copies with pay slip for staff who don't have access to emails	**Format:**	Work group meetings frequency are to be determined by the work group in collaboration with their supervisior/manager, so meetings might be weekly, fortnightly, monthly, or less depending on the needs of the work group There is a short to the point record kept of each meeting (e.g. typed minutes, or email, or handwritten note are acceptable records of the meeting) The record is passed to the next supervisor/manager/director/MANEX Records of work group meetings will be discussed by MANEX once a month
Content:	Organisational Structure update Welcome new staff, departing staff Council meeting decisions Progress report on key current and upcoming work projects from business plans Celebrating our successes – awards, milestones, etc. Key strategic message board Issues and opportunities including possible reporting back on issues identified from Work Group Meetings Thanks to all staff for their continuing efforts	**Content:**	Record of meeting to include: • Date • Start Time End time • Who Attended • Current Work • Future Work • Issues Identified • Positive/Negative Feedback

Community Engagement Categories and Process Overview

Planning

Engagement Need Identified

Community Engagement Toolkit (CET) completed

CET approved by Director or General Manager

Implementation

CET implemented. Project completed

Monitoring and reporting

Project engagement debrief
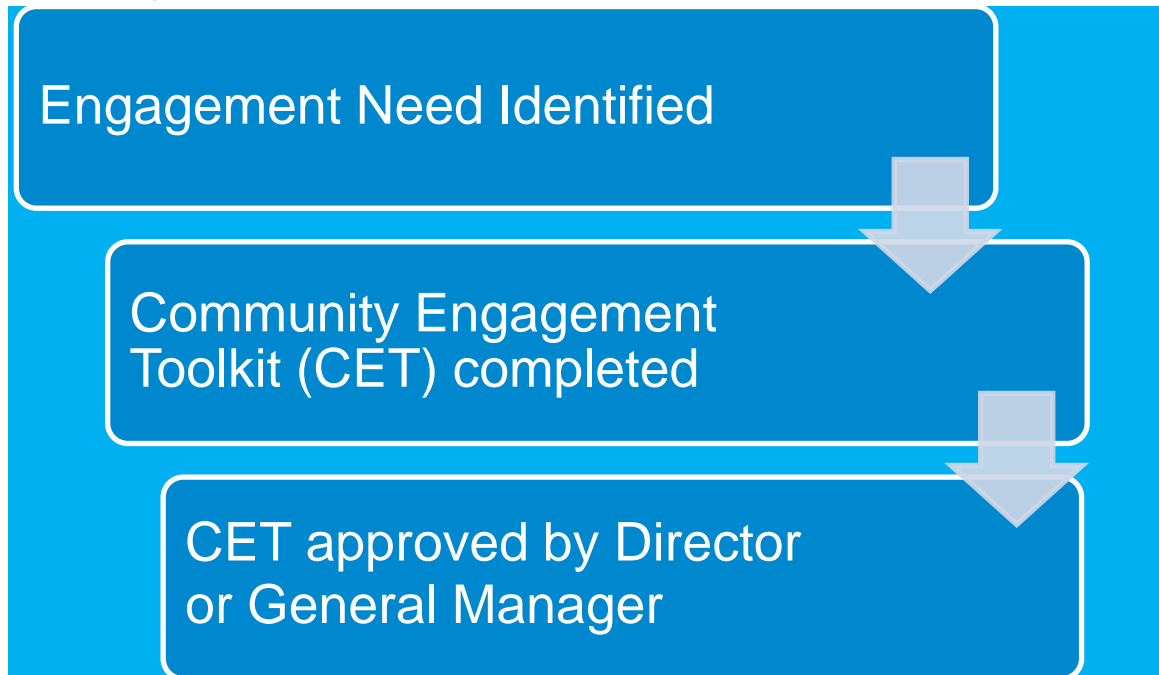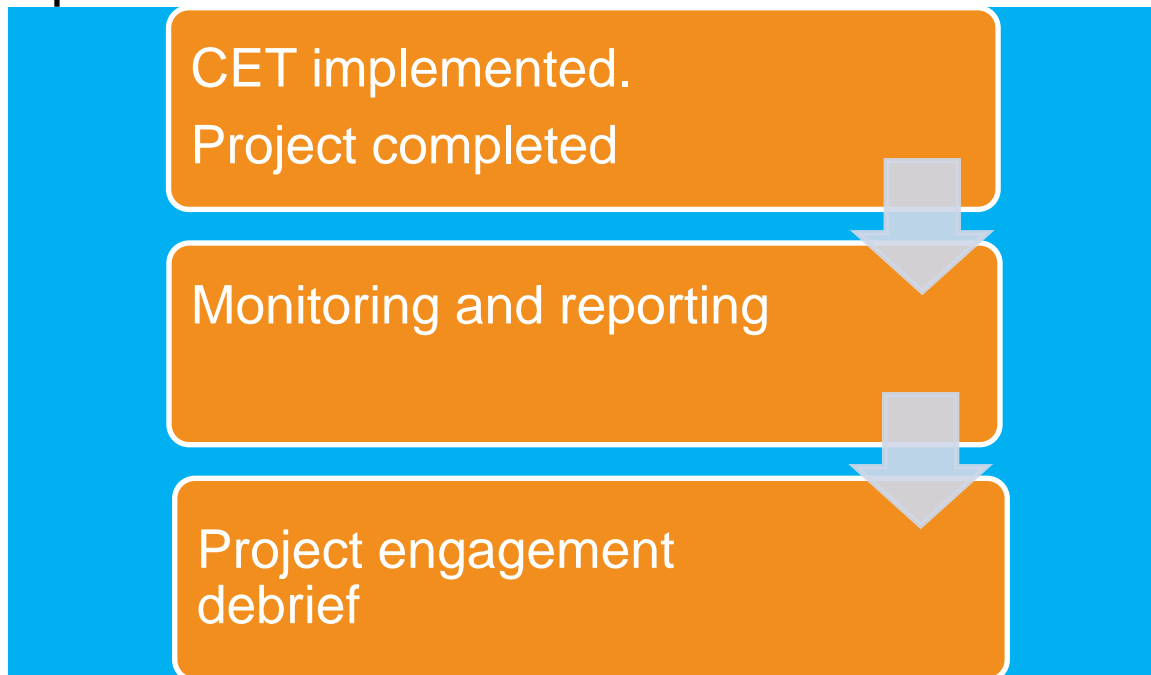
Tools
- Community Engagement Toolkit (CET) – see working example APPENDIX B
- Monitoring and evaluation (Postcard) – see example APPENDIX C

References
- Community Engagement Strategy

Communications Strategy

Key strategies External Communications

1. Brand Update and creation of Brand Manual

Corporate Identity Brand Refresh and creation of a corporate Brand Manual. Kindred Design Albury graphic design agency has been appointed with five stages in the project.

The contractor has been appointed.

RECOMMENDATION

The Communications Team is responsible for the rollout and management of the refreshed corporate Brand, and provides advice to staff as to the use of the brand image to ensure consistency in accordance with the Brand Manual standards.

2. Signage Plan

Signage Plan (Stage 2) will be inbuilt in the Brand Refresh and described in the manual. This will include a style guide for all major entrance signs/town and village signs and facilities signage. A style guide will be generated for the new Jindera Community Building to meet external and internal signage requirements for that new facility. Contractor has been appointed for development of a signage style guide,

RECOMMENDATION

That the Communication Team liaise with Graphic Designer and appointed signwriter, together with project staff to ensure effective branding and signage of the Jindera Community Hub is achieved.

3. Content Plan

Content Plan (Promotional Plan) a rolling 6 month content plan for the organisation's communications be developed and maintained, updated monthly with 3 months in advance in detail. This is a Council wide document covering all departments/business units.

The content plan is a summary of all key work flows that impact communications both externally and internally (e.g. end of year procedures impacting all offices/staff), operational programs, new and upcoming infrastructure and major works projects at a glance).

RECOMMENDATION

That:
1. the organisation wide Council Content Plan be instigated and implemented from 1 July 2017
1. the Content Plan be set up for all managers and staff access via User Workspace
2. be managed by the Communications Team in conjunction with input from all departments and business units of Council.

4. Website

The development of a new website is a pivotal strategy for this plan. Important considerations in preparing the project scope will be the desire for a contemporary configuration as more residents move to digital platforms to search for information and direct engagement. Desired features include two way inter-activeness of the new website e.g. 'have your say', payments portal, development application tracking, real time feedback, contact us and sign up for e-newsletters.

The Content Plan will be an important resource for the planning of website content, especially news, special projects, and communication involving engagement of the community on strategies and projects that impact them.

RECOMMENDATION

That the new website design include contemporary two-way inter-activeness.

5. Social Media Protocols and Guide

The Social Media Policy and the Social Media Guide articulates Council's social media strategy and procedure for staff to follow in the management of the 9 Facebook platform(s) and Instagram. Twitter is not utilised by Council due to high resourcing efforts required for effective engagement on this platform.

Current Facebook platforms managed by Council officers are:

- *Greater Hume Shire Council*
- *visit Culcairn, Henty, Holbrook, Jindera, Walla Walla*
- *Holbrook Submarine Museum*
- *Buy Local In Greater Hume Shire*
- *Greater Hume Shire Youth Advisory Committee*
- *Holbrook Library Complex*
- *Culcairn Library*
- *Henty Library*
- *Greater Hume Children Services*

RECOMMENDATION

That:
1. Council officers undertake a review of Social Media policy
2. Council undertake a review of the number of Facebook pages with the aim of disbanding Buy Local in Greater Hume Shire Facebook page and combining the three library pages into one *Libraries in Greater Hume Shire Council* Facebook page
3. a Social Media Strategy and Council Facebook Media Guide be adopted to assist all staff to manage the platforms.

6. Community Newsletters

RECOMMENDATION

That the newsletter strategy be as follows:

1. a new printed GREATER HUME COUNCIL NEWS version be created as an A3 publication which is inserted into the rates notice for each new rating year with the first publication being issued for July 2017 which will be posted to all owner occupied and non-occupier ratepayers. The purpose of this newsletter is to update all ratepayers about Council's business plans, major projects for the year, rating structure, rate pie expenditure, grants received, councillor contact information, etc.
2. a GREATER HUME COUNCIL COMMUNITY NEWSLETTER full colour newsletter be produced twice each year, for distribution each Spring and Autumn.

7. Business E-Newsletter

RECOMMENDATION

That the business newsletter strategy continue with Council staff to expand the existing business database to facilitate quarterly business newsletters being sent digitally via the existing digital platform.

8. Digital Marketing Communications

Moving to digital communications will enable Council to communicate with efficiency, generate cost savings, use bespoke solutions and ensures an audit trail of communication efforts.

RECOMMENDATION

That Council:

1. investigate tailored CRM services (including explore what systems other councils who have digital CRM platforms, what's good, cost, benefits, etc.) with the aim of establishing a digital customer record system for communications, including setting of preferences, opt out/in, privacy, to enable the Council to expand its digital marketing including newsletters and SMS alerts
2. in the meantime, continue to collect permissions from ratepayers and residents to communicate with them via emails and by mobile phones to support the expansion of of digital marketing across the Council's communications
3. continue to trial the effectiveness of SMS alerts for payment reminders
4. explore mobile surveys and polling via SMS texting to get instant feedback from the community
5. consider conducting a promotion to collect email/mobile phone numbers by offering a prize incentive (e.g. ipad)
6. set the goal for a digital CRM system being in place to facilitate the production of digital community newsletters effective from 1 July 2018.

9. Message Matrix

The communication of Council's strategic long term goals, as expressed in the Community Strategic Plan (CSP), will be achieved through the development and use of a message matrix. The matrix expands upon the strategic directions, expressing them in plain and meaningful language and linking them to service areas. This will be a guide when developing anything from media releases and publications to website content and community presentations.

When producing communication material, it is likely to have 1 or 2 messages that relate to the Council strategic directions CSP, as well as messages that relate to one of the following broad content themes:

service, consultation, advocacy, council decision.

RECOMMENDATION

That creation of a message matrix be undertaken by the Communications Team to aid the preparation of communication materials especially where there is a need to communicate Council's goals/strategies linked to service areas.

10. Reports – correspondence

RECOMMENDATION

That:
1. Council reports are written in plain English, wherever possible with a minimum of Council jargon
2. the use of appropriate photographic images and graphic representations be encouraged in reports and strategic documents to enhance communication wherever possible rather than the use of annexures.

11. Media Relations

Council is committed to regular dissemination of media releases, with a minimum standard of two media releases per month issued from the council.

The Content Plan will be fundamental to the development of good news stories, and ensure that all service areas and special projects are covered during the 12 months business cycle.

The Media Policy is to be reviewed and updated. All staff and councillors need to be informed that the Mayor is the official spokesperson, thereafter in absence, Deputy Mayor, thereafter General Manager, and with permission director. No other staff should be making comments or interviewed by the media, and speak (or comment e.g. on social media) about Council policy unless granted permission by the General Manager.

Training for media interviews is to be provided to those councillors who take on leadership roles of Council.

RECOMMENDATION

That:
1. the Content Plan guide the development of new media release articles
2. a minimum of two media releases be issued every month together with the aim that all business areas of Council are covered over the 12 month cycle

3. the Media Policy be reviewed
4. media training be provided to those councillors taking on new leadership roles within the Council.

12. Advertisements – Public Notices/Positions Vacant

A template will be provided in the Brand Manual for the setting of classified advertisements, e.g. public notices/tenders/positions vacant - which must be adhered to.

RECOMMENDATION

The Communications Team is to prepare a procedure checklist for the placing of advertisements, including deadlines, job costs, language essentials and this be made available to all staff via User Workspace/Data and Document Control Register/Procedures.

13. Council Factsheets

To improve awareness of Council services, full page (where possible) or half page advertisements are being placed in all community newsletters across the shire. 2017 articles are listed below:

- January/February – Review of Council's Roads Strategy
- March – Review of Community Strategic Plan – community engagement
- April – Greater Hume Shire Youth Advisory Committee and upcoming holiday activities
- May – Delivery Program and Operational Plan - Budget highlights
- June – Advocacy (What do Councillors do/how can I address Council)
- July – Environment and Planning including DA's a snapshot of the last 12 months
- August – celebrate our successes including Jindera Community Centre
- September – Waste disposal in Greater Hume Shire. Recycling options
- October – Noxious weeds
- November – Get ready for fire season – key information about fire district – where to go to get information – fire restrictions - Ring 000 in event of fire
- December – Road safety, pools and recreational information.

RECOMMENDATION

That Factsheets be inserted into monthly and bimonthly newsletters across the shire to raise awareness for Council services and programs.

14. Council News/Mayoral column

Council News publication will continue. After each Council meeting, a concise point form summary is produced and distributed to all community newsletters across the shire.

Additionally, it is proposed that the column written by the Mayor which is published monthly in the Eastern Riverina Chronicle also continue.

15. Image Library

Image Library – to enhance Council's corporate positioning and promote the council in a more professional manner, a contemporary image library will be needed. Images will then be available for all printed publications, website, social media, and new promotional tools.

RECOMMENDATION

That:
1. a suitable image library be established to ensure that the corporate profile of the Council is positive and professional and enhance Council's position statements of

   Live a Greater Life – community
   It's Our Location Advantage – business

2. the Communications Team is responsible for the maintenance and access to the image library
3. suitable images be sourced over time for all business units of Council.

16. Customer Service

Customer Service staff are still often the very first line of contact for customers, so well trained staff who are knowledgeable about all Council services will remain critical to the customer service function.

RECOMMENDATION

A revision of the Customer Service Policy and Customer Service Standards be undertaken (in consultation and with input from these staff) when appropriate to take into account strategies and actions contained in this document.

17. Contacting Council – Phone – Email – Correspondence/Contact Us

As part of the brand update, a new letterhead design and letter layout template and format will be set. Font will be standardised and set as part of Brand Manual and prescribed in the Customer Service Standard.

A new email signatory template will be created, this will be mandatory for all staff to use including staff members direct line telephone in addition to relevant office number.

Contact us form be expanded to include a tick box to enable the Council to collect the resident's contact information for inclusion in its digital customer database.

It is proposed that using Word Quick Parts, Records staff can manually insert a saved message into an email. It is proposed that this will be issued to all incoming emails being received at mail@greaterhume.nsw.gov.au

The reply will read as follows:

Thank you for your email. This is a courtesy message to advise you that your email has been received and will be actioned as soon as possible.

If this matter is urgent please contact Greater Hume Shire Council on 1300 653 538 or attend one of Council's offices.

Our phone lines are open: Mon-Fri: 8:30am-5:00pm

Kind regards,

Greater Hume Shire Council

RECOMMENDED

That:

1. the Contact Us mechanism include a tick box to enable the collection of customer information for storage in a yet to be determined digital marketing database.
2. records staff issue a standard quick parts response to all correspondence being received at mail@greaterhume.nsw.gov.au

18. Use of Community Noticeboards

RECOMMENDATION

Identify and record all locations of community noticeboards in the shire.

Where appropriate, posters or notices be placed and updated in the noticeboards including removal of outdated posters.

19. Electronic Mechanism to Contact Council

RECOMMENDATION

It is recommended that a review of controls be implemented to manage emails

mail@greaterhume.nsw.gov.au

jobs@greaterhume.nsw.gov.au

records@greaterhume.nsw.gov.au

tourism@greaterhume.nsw.gov.au

edteam@greaterhume.nsw.gov.au – also being delivered to mail@greaterhume.nsw.gov.au

roadsafetyofficer@greaterhume.nsw.gov.au is being delivered to kschultz@greaterhume.nsw.gov.au

childrenservices@greaterhume.nsw.gov.au is being used as a mail folder for all Jindera FDC staff and is the Council Email Address linked to the mail@ghchildren.com.au address on http://www.ghchildren.com.au – so all mail sent to mail@ghchildren.com.au is forwarded to childrenservices@greaterhume.nsw.gov.au and all FDC staff access that as a Mail Folder

There is an fdceducator@greaterhume.nsw.gov.au which is an FDC Educator only Mail Folder that all FDC Staff have access to

20.   Power point presentations

A new corporate power point template will be created within the Brand Manual and will be made available for use by all staff.

21.   Officers – Councillors - Name Badges

Councillors, management staff, and those staff interacting with customers and residents are encouraged to wear name badges during working hours and this will be actively encouraged by senior management.

Key strategies - Internal Communications

22.   Improvements to Internal Communication

RECOMMENDATION

1. *From the General Manager's Desk, a* monthly bulletin be created to go out with the pays, either electronic or paper copy. The content plan will be one important source of content for this publication.
2. Council make an organisational wide commitment to work group meetings, and meeting outcomes/issues shared with the next line manager, back through to Director, and then listed for discussion monthly at MANEX meetings.
3. The Annual All Staff Meeting be held.

Key Strategy – Community Engagement

23.   Community Engagement – Community Consultation

As outlined in the Communications Policy, Council has committed to setting in place community engagement toolkit (CET), a planning tool for all projects (including crises management communication) which are deemed by senior management to require a CET.

The CET will apply across all departments and business units.

The CET is prepared prior to commencement of the project and is reviewed at key milestones. Senior management is responsible for ensuring CET documents are developed for projects that they have overall management responsibility.

An example CET is attached at ANNEXURE 2 (2017 - Sladen Street Upgrade).

RECOMMENDATION

That:
1. the Community Engagement Template be created based on the example shown and used to plan community engagement activities across all Council projects/major works programs (as outlined above)
2. in conjunction with the relevant director, the Communication Team will provide advice and input to the CET
3. all CET plans will be housed on User Work Space in a readily accessible and logical folder system to enable access by all staff and assist the planning of future community engagement activities
4. feedback mechanisms to include the community feedback postcard.

24.   Public Forums and Specialist Workshops

Existing public forums and specialist workshop meetings are used to inform and engage each target group segment. These forums will continue.

- Business Forums – two forums are held each year
- Tourism Forum – held quarterly each year
- Health and Wellbeing Alliance – conduct three alliance meetings per year.

Identified for future consideration but not included in this plan

Strategies identified for future consideration are listed as:

- Production of short videos to aid communication of Council's strategic messages
- Expand the Greater Hume Shire Council You Tube Channel and market this channel through Council's newsletters, social media and website
- Revision of Customer Action Request system to improve the customer experience, improve efficiencies and responsiveness
- Use of Face 2 Face Forums - listening posts where applicable for community engagement activities.

Communications Implementation Plan

Number	Description and comment	Responsible Officer/Stakeholder	Target Completion Date/Comment
1	Brand Update and creation of Brand Manual Implementation Plan for Brand Update	Contractor: Kindred Design Communications Team General Manager and Council Communications Team/ General Manager	
2	Signage Plan	Contractor: Kindred Design Director Corporate & Community Services Risk & WHS Communications Team	31 July 2017
3	Content Plan	Communications Team	Monthly commencing 1 July 2017
4	Website	Executive Assistant Tourism & Promotions Website Project Team	31 December 2017
5	Social Media Policy reviewed Review of social media Facebook pages Social Media Strategy/Protocols and Users Guide	Manager Corporate Services Communications Team Administrator of Facebook site (EA T&P) and responsible officers – Youth, Libraries, Submarine Committee, Tourism, Economic Development, Greater Hume Children Services	30 September 2017 30 September 2017
6	Community Newsletters - Community News A3 format for posting with first rates instalment - Community Newsletter Spring and Autumn Issues based on Content Plan	Executive Assistant Tourism & Promotions Kindred Design (template) Communications Team	July 2017 September 2017
7	Business Newsletter - Continue to expand business database - Continue quarterly electronic newsletter format	Executive Assistant Governance & Economic Development	Ongoing
8	Digital Marketing Communications - Investigate other councils platforms. - Prepare digital marketing strategy and recommendation for	Communications Team	30 October 2017

Number	Description and comment	Responsible Officer/Stakeholder	Target Completion Date/Comment
	platform - A digital Council newsletter format be ready for roll out 1 July 2018		31 March 2018 1 July 2018
9	Development of a Message Matrix	Communications Team	31 March 2018
10	Reports to Council - Reports are written in plain English, reduce jargon - Include use of photographs and charts/graphics to lessen reliance on Annexures	All responsible officers	1 July 2017
11	Media Relations Media policy is reviewed Two media releases issued per month based on Content Plan	Executive Assistant – Governance & Economic Development	31 August 2017 Ongoing
12	Advertisements – Use of templates for all classifieds advertisements Procedure be written for the placement of all advertisements	Kindred Design Executive Assistant – Governance & Economic Development	August/September 2017 Ongoing
13	Factsheets - Factsheets are prepared for inserting into all community newsletters	General Manager and Executive Assistant – Governance & Economic Development	Ongoing – middle of the month prior to publication
14	Council News issued to all community newsletters after each Council meeting Mayoral Column published monthly in Eastern Riverina Chronicle	Executive Assistant – Governance & Economic Development Mayor – General Manager	Ongoing Ongoing
15	Image Library Established on platform All relevant existing files moved to the platform Procedure to access written and distributed to all staff	IT Coordinator Communications Team	30 November 2017
16	Customer Service A revision of the Customer Service Policy, Customer Service Standards and Statement of Business Ethics to be undertaken	Manager Corporate Services	31 December 2017
17	Contacting Council – Phone – Email - Correspondence – Contact Us	Manager Corporate Services I T Coordinator Records Officer	30 September 2017

Number	Description and comment	Responsible Officer/Stakeholder	Target Completion Date/Comment
		Kindred Design	
18	Community Noticeboards Audit be undertaken of all community noticeboards across the shire	Communications Team	31 October 2017
19	Electronic Means to Contact Council **A review of controls be implemented to manage emails**	Manager Corporate Services, IT Coordinator, Records Officer	31 October 2017
20	Power point presentation template - All staff be notified of new template	IT Coordinator Kindred Design Communications Team	31 October 2017
21	Officers – Councillors - Name Badges - New template for office badges will be produced as part of the Brand Manual	All Staff General Manager	Ongoing
22	Improvements to Internal Communication - *From the General Manager's Desk, a* monthly bulletin - Make an organisational wide commitment to work group meetings, and recording of meetings	General Manager	To commence from 1 July 2017 - ongoing
23	Community Engagement – Community Consultation - In accordance with Communications Policy, the Community Engagement Toolkit (CET) will be mandatory for all projects deemed to require a CET	Managers Directors and General Manager Communication Team	1 July 2017 And Ongoing
24	Public Forums and and specialist workshops Business Forum – two forums held per year Tourism Forum – held quarterly each year Health and Wellbeing Alliance – 3 meetings held per year	Relevant staff	Ongoing

Measurement and Evaluation

- What will we measure
- How will we measure
- How will we report.

Monitoring, measurement and evaluation will include:

- Collecting newspaper clippings
- Monitor Google alerts for GHSC
- Community Feedback Postcard is used to monitor and evaluate community engagement activity requiring a CET.
- Website analytics, pages viewed etc.
- Social media insights response rates for posts, engagement, etc.
- Numbers of submissions received for public consultation.
- Community survey conducted every two years to include levels of satisfaction regarding communication, responsiveness, branding, preferred methods of receiving council information, website, newsletters (print and e-newsletters), etc.
- Staff surveys/suggestion box response rate.

How will we report?

It is proposed that quarterly reports be issued to MANEX and enclosed separately reporting to Council, commencing quarterly in October, February, April, July.

APPENDICES

APPENDIX 1	Stakeholder Analysis
APPENDIX 2	Community Engagement Toolkit (CET)
APPENDIX 3	Community Feedback Postcard

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Ratepayers And residents	Landowners/lessees of rural, business, forestry. Residential property owners Residents – owners or renters Pensioners rebates Critical records are accurate and up to date Absentee landowners	Accuracy Rates staff are knowledgeable Method of payment avail EFT, web, post, counter Being able to discuss payment plans for ratepayer suffering hardship Services paid for are provided e.g. water and rubbish collected Local sealed roads maintenance Local unsealed roads grading Lodging a customer action request Who do I ring to get help in an emergency Fire restrictions Rate increases	Due dates for rates instalments Rates enquiry Hardship policy Pensioner rebates Waste collection days Landfill, pool, library open hours Family day care information Community information When will my CAR's request be done How to lodge Storm/ Emergency Contacts Nos	Slow Aust Post postal service Ratepayer who lacks email internet can be harder to reach Phone Mobile phone coverage limited in some areas of shire	Rates notice printed and posted for majority EFT payment is now used by xxx % Phone up – ask questions Customer Service Offices – call in person face to face Email Website Interactive communication via website Snap send solve app

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Potential Residents	People who are considering moving to the shire	Affordable real estate or suitable land to build on What services are available e.g. retail/business services, community services/health/doctor Finding employment Business opportunities – buy a business or establish a new business Available industrial land Commute times for work Primary and secondary schooling options Availability of internet Services friendly for disabled and inclusion Aged care options and in home care services Nearest airport Higher level health and professional services available in provincial centres Transport options – bus/train/plane to metro/bus or community transport to provincial centres Issue of isolation for some, access to services, accessibility	Rates Zoning Planning and Building Residents Guide Community Directory Business Directory Sporting and social groups Volunteering information Event information	Hard to find, can be nearby or far away Need to form networks with real estate agents and land property developers Family and friends endorsements of the shire important influences	Website You tube video Promotional brochures Residents Guide Community Directory Post Community Newsletter Email

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Visitors to GHSC	Travellers stopping to break long journey Visit family/friends Day trippers to shire Attracted due to holiday park, camping, nature, museums, special interest or sporting event Henty Field Days Livestock sales	Clean and accessible toilets Availability of fuel and food conveniences Parks/Playgrounds – 32 in shire Quality Food Options Attractions to entertain e.g. submarine, museums Holiday parks River lake frontage Event is memorable and worthwhile to visit Accommodation options Camping options including primitive camping ground options	Opening hours Location of toilets, parks, service stations, food options, Café accommodation	Itinerant, short time to engage Need for information is short term	Website Visitgreaterhume Council website link to visit site Social media apps including Trip Advisor Visitors Guide
Investors, developers and individuals with business interests in the shire	Existing business owners Business relocations New start ups Niche marketers Food growers Superannuation Trust Funds Land developers	Existing business operators Zoning of land Sq metre price of land Location of services e.g. water, phone, gas Location of transgrid main electricity line and gasline Major highway/train line/airports Employment/Unemployment rate Suitable workforce available	Land use planning Business Prospectus Potential for rezoning into the future Price of construction		Direct contact with senior management Website Email Business prospectus Economic Profile (online) Site signage

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Community Committees Reference Committees Community Newsletter editors Community	Community committees active in Culcairn, Henty, Jindera, Burrumbuttock Walla Walla Walbundrie Members of communities across the shire	Local infrastructure projects Local community projects Readers views about Council and the community expectations Being involved in decisions that impact their community/village/town	Council engagement with the community on major projects Upcoming street works in town/villages Consultation and engagement Local content	Mis-communication	Face to face communications Emails/Phone Presentations by council officers at meetings with the community Letter box drop across the town or community on project or issue Email Use of CET
Environmental Groups	Landcare Groups including Holbrook Landcare Network Wirraminna	Good planning Lower the carbon footprint Waste Recycling Natural Resource Management Partnerships with Council	Environ/land management info Plan well in advance of project Support for grant applications	Lack of time	Face to face meetings Presentations Consultation Reports to Council
Pet Owners	Compliance with Campanion Animal Act provisions	Pet safety and wellbeing	Signage for dogs in public places Off leash areas Microchipping Pet surrender		Community Newsletter Social media Microchip month Local show promotion

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Sporting Groups	14 sports grounds facilities in the shire	Sporting facilities are well maintained Ovals are watered Costs are contained	Section 355 committee structures Council invests in community infrastructure to help maintain or lower running costs How to apply for grant funding		Correspondence Telephone Email
Youth	Young people (12 to 24)/school students	Social and recreational activities other than sporting groups Educational choices	Social media/online apps Community noticeboards/schools/	% of students attend schools outside the shire	Greater Hume Shire Youth Advisory Committee Youth Events Schools Social media Email
Councillors	9 councillors elected each 4 year term 3 councillors in each ward area Mayor and Deputy Mayoral Council leadership roles	Representing their communities Receiving agendas, reports in sufficient time prior to meetings or workshops Being able to digest large volumes of content and reports Council meeting procedure Undertake training Provide feedback from the community to senior management Providing input to the strategic direction of the council Setting the annual rating structure Having input to the annual works programs and delivery program strategies	Agendas Workshop briefing papers Policies Training	Large volumes of information IT challenges, access to internet	Meetings Workshops Phone Email Mail packages Website Dropbox Intranet

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Employees	General Manager Staff of the Council	Being informed about Council programs

Communication | Position Description Work duties and processes Meaningful and positive feedback given in an appropriate and respectful manner Risk / WHS Engaging with team members and other departments Training & skills to communicate with residents and ratepayers and other staff | Indoor – Outdoor staff Multiple offices, CS, depots, isolated workers in field Management instructions unclear | Face to face instructions

Work group team meetings

Emails

Noticeboards

Suggestion Box

Intranet |
| Government Organisations

Other stakeholder organisations | Federal and State Government agencies | Interface with Greater Hume Shire Council Briefing paper summarises the issue Regular briefings

Agreements or contracts

Grant funding opportunities | Briefing papers Submissions Grant applications

Succinct briefing papers that clearly articulate issues Effective face to face presentations | Engagement released with short lead time for response

For meetings, need to construct well researched and articulated briefings which requires time and effort from Council | Correspondence Email Briefing papers

Face to face presentations

Form alliance if appropriate and may involves multiple agencies |
| Politicians | Federal and State Government elected representatives and ministerial roles

Member for Albury Member for Farrer | Being informed about local issues that have political impact + - | Facts Accuracy Quotes Who to contact for more info/interview Mobile Phone Email | Slow follow up or hard to contact

Availability of staff/Mayor/General Manager | Correspondence

Media releases

Briefing papers

Deputations |

APPENDIX 1 - Stakeholder Analysis

Stakeholder Group	Description	What's important to them	What information do they need	Barriers to communication with the group	Best or preferred communication methods
Local, regional, national media	Radio Newspaper TV Magazines Media Groups	The information is timely and meets the news cycle The information is news worthy and of community interest	Facts Accuracy Quotes Who to contact for more info/interview Mobile Phone Email	Issue picked up as newsworthy Highly competitive and fast paced 24 hour news cycle	Media release Media interviews Access to Council agendas and minutes

APPENDIX 2 - Communication Toolkit Example

Section	Description
PROJECT TITLE	**Sladen Street Upgrade** (Henty Streetscape Project)
PROJECT RESPONSIBLE OFFICER	Greg Blackie – Director Engineering
PROJECT TEAM MEMBERS	Council - Greg Blackie – Andrew Walls – Susie Shanahan (Admin) – Marg Killalea (Community Engagement) Contractor - Longford Civil – Bill Longley – Brendan Crawford Henty CDC and Community Representatives –Dennis Kane (0427 480 514 kanesbus@bigpond.com) and Neil Meyer (0427 293 171, NO EMAIL)
CREATED BY	Marg Killalea – Executive Assistant Governance and Economic Development
INITIATIVE ALIGNS TO Community Strategic Plan Theme	CSP Theme 4 Good Infrastructure and Facilities Outcome 4.1 Infrastructure and facilities meet the needs of our communities
DELIVERY PROGRAM	Code 1.2.1.1 Code 1.3.1.3 (Disability Inclusion Action Plan)
PROJECT PURPOSE	The purpose of this project is to remove existing footpaths from Sladen Street, Henty. Install underground drainage, kerb and channel, asphalt paving with inset feature paving. Landscaping the site
PROJECT OUTCOME	Revitalised streetscape of the main retail precinct of Henty
PROJECT TIMEFRAME	On ground works from July to December 2017
STAKEHOLDER ANALYSIS	Direct Impact Stakeholders • Sladen Street landlords, business proprietors • Residents of Henty • Motorists • Community Members with a disability • Contractor (Longford Civil) • Greater Hume Shire Council – engineering and community engagement staff/customer service staff, councillors, risk /WHS safety Advocacy • Council and councillors • Henty Community Development Committee • Business proprietors/landlords/tenants • Police/Emergency Services • Rotary (Neil Parker, Peter Campbell, Noelene Bedggood). Lions (Gary Small) • Henty Public School E : henty-p.school@det.nsw.edu.au • St. Pauls Lutheran Primary School E: stpaulshenty@bigpond.com • Radio – Wagga and Albury radio stations

APPENDIX 2 - Communication Toolkit Example

Section	Description
	• Border Mail - ERC - Wagga Advertiser • Henty Headerlines, published June, August, October, December 2017 • Council website and Henty website news tab • GHSC Facebook page, Henty Buy Swap & Sell Facebook page
DIVERSITY ANALYSIS	For this project there are 2 levels of impact for the engagement guide: Target Group 1 – those businesses, landlords, tenants directly impacted by the project works Target Group 2 – freight deliveries, local residents and visitors accessing the retail precinct of Sladen Street during the works program including those members of the community with a disability where access is an issue for the 22 weeks of the project
ISSUES IDENTIFIED	• Parking – street parking and accessing shops throughout the project • Verandah / building integrity. Council has engaged an expert heritage advisor to advise on condition of existing structures prior to commencement of the street upgrade project. This may well be stressful for some landlords and Council will need to be mindful and sensitive to achieve a positive result. There may be unexpected cost for Council and landlords to ensure pedestrian and public safety. The contractor will want clear direction in terms of problems encountered, possible solutions, works to be undertaken to secure the verandahs/removal, cost estimates determined and agreement of who is to pay • Retailers wanting the community to know that Sladen Street is still open for business during the upgrade. (VMS Board erected in prominent location)
CENTRAL MESSAGES –	- ***Council is solving the footpath problems in Henty's main street*** - ***Council wants to minimise the disruption to affected businesses*** - ***Council wants to work with landlords regarding condition of verandahs and Sladen St buildings' intregity but restorative work may be necessary to ensure safety of public using the footpath (at landlord's cost)*** - ***We will tell you about parking options for residents wanting access to the Sladen Street shops including access for disabled members of the community*** - ***Henty shops are still open for business even when the streetscape works are happening*** - ***There will be some inconvenience, noise and dust, but the Sladen Street Upgrade will be worth it*** -
LEVELS OF ENGAGEMENT FOR THIS PLAN (IAP2)	Level 1 – Inform –business owners, landlords, retailers of Sladen Street regarding the on-ground project. Timeline. Possible issues what will occur for those issues. Who to contact about issues Level 1 – Inform – community, shoppers, persons with a disability wanting access. Giving information to the community, fact sheet on the project, time line, view the plans for the project . Feedback mechanisms - persons to contact. Community Reps to go to Level 2 – Consult – Provide mechanisms for feedback and for people to ask questions. Conduct 2 public meetings and more later in the project if required. Encourage people to register their interest so they can remain informed throughout the life of the project. Direct those persons to where they can get more information ie Henty Library, contractor, Council. Council will need to consult property owners with verandahs that will require replacement, this will require a report to Council at June meeting, and consultation with individual property owners to map out a solution
DESCRIPTION AND DELIVERABLES	Article in Henty Headlines VMS Board messages displayed prior to start of and during the project Meeting 1 – Wednesday 7 June landowners and tenants only

APPENDIX 2 - Communication Toolkit Example

Section	Description	
	Meeting 2 – Tuesday 20 June Community Engagement Contact List developed from meeting 1 and 2 Community Engagement Guide (flyer) Plans of the streetscape for exhibiting in Henty Library window Posters for Henty Library and Dales Supermarket Community Window Answers to Your Questions Updates (from meetings) which will be distributed to the communications contact list. Monthly updates proposed to be distributed to the communications list. Website GHSC and Henty news tab updated	
CE Strategy		**Actions**
26 May 2017	Feature Article in Henty Headerlines	EA Gov/ED to prepare and finalise by 26 May 2017
May 26 draft	Community Engagement Guide draft developed	May 26 first draft to inform. Encourage people to attend the community meeting. *Include* If they can't attend but want to be kept up to date, advice available on Henty website and Henty Library Office
30 May 2017	Community Engagement Guide final version completed	Greg Blackie to approve for printing. Quote from printer Greg Blackie confirm printed on A3 folded to A4, folded to DL
30 May 2017	Notify landlords, business owners, tenants Letter to be sent to all of above to advise of meeting on 7th June 6pm at Henty Library	Letters either hand delivered or mailed by 30 May 2017.
1 June 2017	CEG – printing organised and order generated	680 copies required, folded to DL
7 June 2017	Meeting held with landlords and tenants of Sladen Street Attendee Registration Form filled out by all attendees, Communication list to be compiled from Meeting 1 form	Meeting room booked and catering (tea / coffee/ bisc) confirmed EA Gov/ED confirmed to attend to record Q and A Contact list form completed (Eng Assistant has completed) Presentation content planned (Dir Eng) Q and A from meeting distributed to all on the communications list (via email or post)
8 June 2017	Draft notes compiled and sent to Greg Blackie	Dir Eng to edit and approve for release
13 June 2017	Notes from Meeting 1 released to the communications list	Email issued blind cc to all emails collected
13 June 2017	Issue Media Release	Media Release to highlight community meeting to be held on 20 June 2017
13 to 15 June	Community Engagement Guide – distributed to all households and	CEG to be delivered by Henty Lions Club on 13 to 15 June into 660

APPENDIX 2 - Communication Toolkit Example

Section	Description	
	businesses in Henty	letterboxes in Henty Henty Lions Club confirmed to do distribution (Cost $250). Garry Small is contact
From 19 June	VMS board erected	Timing: VMS board in place from 19 June (2 weeks before start of project) on highway side of Doodle Cooma Hotel Message : 19 June - *Sladen St Update project starts 3 July. Businesses open normal trading hours. Pedestrian access available.* 3 July – *Sladen St Streetscape Project started. Parking is available. Pedestrian access available. Businesses open normal trading hours.*
20 June	6pm. Library. Conduct meeting 2 with the community Contractor attends the meeting and is introduced Community reps attend the meeting are introduced Project elements Timeline Parking discussed Issues identified and recorded	EA Gov/ED to type up questions and responses. Collect names and contact details. Postcard mechanism have your say for people to comment silently at meeting 2. Plans of streetscape available for meeting.
20June 2017	Communications contact list to be expanded with names and emails from attendees attending Meeting 2	EA Gov/ED to take registration form to meeting on 20 June
3 July 2017 ongoing	Plans of streetscape – where to put – Library Window Poster in Library Window + Dales Community Noticeboard Develop communication email list from all those attending the meetings Distribute Q & A updates regularly to the communication email list Monthly Updates issued to contact list (email/post) Facebook – share to Henty Buy Swap Sell 2,372 members Facebook - post to GHSC facebook page. Henty BSS page to be liked, so should get feed from Council's facebook page Henty website – link from GHS website news tab Let photos sell the story, suggest Lori Roden to take regular photos on the job for posting to Facebook and website VMS signage board – duration of the project to assist business continue trading Monthly updates issued August, Sept, Oct, Nov	Plans in window along with poster. Poster in Dales Noticeboard highlight plans can be viewed at Library window. Emailed or posted to names on the communication list.

APPENDIX 2 - Communication Toolkit Example

Section	Description	
For ISSUES DURING PROJECT	Process for handling complaints on the project Progress reports to Council	Complaints go to Andrew Walls first, then Greg Blackie Progress report to Council October and December(including data captured from feedback postcard)
MONITORING AND EVALUATION	Issue Community Feedback Postcard mechanism to landlords and tenants and invite them to complete and return to Council Office in first week of September and at end of the project (December) Postcard mechanism to be made available at Henty Library Office for the community to complete and submit, also during September and at the end of the project	Monitoring satisfaction during the project and at the conclusion of the project, it will be important to measure landlords/tenants as well as the community

APPENDIX 3 – Community Feedback Postcard

Are we meeting your expectations?

Greater Hume Shire

We value your opinion of how we have communicated and engaged with you and your community on this project.

We'd appreciate it if you could take a short moment to provide us with some feedback on how we're doing. Please indicate how you think we've performed in the following areas:

1. Have we provided you with sufficient information regarding this project?

1	2	3	4	5
Very Poor		Ok		Excellent

2. Have we answered and/or responded to your questions regarding the the project?

1	2	3	4	5
Very Poor		Ok		Excellent

3. To what extent do you believe we are considering community interests as part of our decision making in relation to this project?

1	2	3	4	5
Very Poor		Ok		Excellent

Project Name:

Comments/anything else you'd like to add?

Optional Follow Up:
If you'd like to speak with us about any of your feedback, please let us know the best number to contact you on.

Name:

Contact Number:

Thank You!