

**Report to General Manager**

Attachments:

1. Submissions Summary
2. Final Events Strategy

SUBJECT: External Communications Strategy 2019-2021 - Post Exhibition**AUTHOR:** Sandra Moore, Manager Communications and Events**ENDORSED BY:** Margaret Palmer, Director Corporate Services**EXECUTIVE SUMMARY:**

At its meeting on 22 July 2019, Council resolved (Min. No. 205):

1. *THAT the draft External Communications Strategy 2019-2021 be placed on public exhibition for 30 days.*
2. *THAT should Council receive submissions a further report be prepared for Council's consideration. Should Council receive no submissions, Council consider the draft External Communications Strategy 2019-2021 as adopted at the end of the closing period for submissions.*

Two submissions were received during the exhibition period. One related to the replacements of the existing noticeboards with digital notice boards. The second included the same suggestion as well as a suggestion that the bus shelter advertising include Council notices.

A minor amendment has been made to the action plan, under Priority 3 and activity 5.3.2.2 to expand the use of digital platforms for promotion and advertising to include investigating the feasibility and costs of installing and maintaining a digital screen in each suburb in the North Sydney local government area.

FINANCIAL IMPLICATIONS:

As previously reported, the initiatives proposed in the Action Plan align to existing work plans/budget i.e. the remaining two years of the current Delivery Program. The action does not require a budget but allows for consideration of digital screens in the development of the next Delivery Program and Financial Estimates.

Comment by Responsible Accounting Officer:

As previously reported, Current funding for the External Communications Strategy is appropriate. As the current adopted Delivery Program expires in 2020/21, funding for Year 3 of the Action Plan must be considered as part of preparation of the new Delivery Program.

RECOMMENDATION:

1. **THAT** Council notes the submissions received.
2. **THAT** the External Communications Strategy 2019-2021 and amended Action Plan 2019-2021 be adopted.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

Direction: 4. Our Social Vitality

Outcome: 4.2 North Sydney is creative and home to popular events

BACKGROUND

At its meeting on 22 July 2019, Council resolved (Min. No. 205):

- 1. THAT the draft External Communications Strategy 2019-2021 be placed on public exhibition for 30 days.*
- 2. THAT should Council receive submissions a further report be prepared for Council's consideration. Should Council receive no submissions, Council consider the draft Events Strategy 2019-2021 as adopted at the end of the closing period for submissions.*

CONSULTATION REQUIREMENTS

Community engagement is not required.

SUSTAINABILITY STATEMENT

The sustainability implications were considered and reported on during the initiation phase of this project.

DETAIL

The Draft Strategy was publicly exhibited of from 1 to 30 August 2019.

Promotion/engagement included the following channels:

- Corporate advertisement in the Mosman Daily on 1, 15 and 22 August
- Facebook (1041 people reached, with 30 engagements, 3 shares and 3 likes)
- Your Say website where there were 43 views. Of these, 34 visited the project page only: 12 viewed or downloaded a document and 0 made a submission online
- Council e-newsletter (522 unique opens and 1 click to Strategy)
- Business e-newsletter (171 unique opens and 0 clicks to Strategy)
- Precincts e-newsletter (65 unique opens and 3 clicks to Strategy)

Two submissions were received during the exhibition period, as summarised in Attachment 1. Both related to replacing the existing paper-based noticeboards with digital screens. The second submission also raised the possibility of including Council notices on the digital advertising used on the bus shelters.

Exploring the costs and feasibility of installing and maintaining digital noticeboards in each suburb in the North Sydney local government area has been incorporated into the revised Action Plan. While there is no funding for this initiative in the current Delivery Program, researching the feasibility of the screens would allow for it to be considered in the next Delivery Program if appropriate.

The suggestion to include Council advertising in the bus shelter advertising has been referred to the relevant staff as this is a contractual arrangement which would need further analysis including a review of costs and loss of income.

Once adopted, all stakeholders (and submitters) will be notified of the final Strategy and Action Plan. Communications & Events will evaluate the progress of the Strategy and updates will be provided in the Annual Report and End of Term Report. Actions arising from the Delivery Program and Operational Plan will be reported as part of the reporting for these plans.

Draft Communications Strategy
Summary of submissions received during public exhibition period

Prepared September 2019

The following criteria are used to analyse all submissions received, and to determine whether or not the plan would be amended:

1. The plan **would be** amended if the point:

- a provided additional information of relevance.
- b indicated or clarified a change in government legislation, Council's commitment or management policy.
- c proposed strategies that would better achieve or assist with Council's objectives.
- d was an alternate viewpoint received on the topic and is considered a better option than that proposed in the Draft Plan or;
- e indicated omissions, inaccuracies or a lack of clarity.

2. The plan **would not be** amended if the point:

- a addressed issues beyond the scope of the plan.
- b was already in the plan or will be considered during the development of a subordinate plan (prepared by Council).
- c offered an open statement, or no change was sought.
- d clearly supported the draft proposals.
- e was an alternate viewpoint received on the topic but the recommendation of the draft plan was still considered the best option.
- f was based on incorrect information.
- g contributed options that are not possible (generally due to some aspect of existing legislation or government policy) or; involved details that are not appropriate or necessary for inclusion in a document aimed at providing a strategic community direction over the long term.

**IT IS RECOMMENDED THAT COUNCILLORS REFER TO THE COMPLETE SUBMISSIONS MADE AVAILABLE TO THEM,
AND TO THE REPORT TO COUNCIL, WHICH EXPANDS ON THE ISSUES RAISED IN THE SUBMISSIONS.**

No.	Approach	Key Points Raised	Response	Recommend Plan be Amended Y or N	Criteria Code	Plan Page Number
1	Supportive with suggestion	Council's community noticeboards are hard to read; can Council provide digital noticeboards, similar to the digital boards in some of the bus stops.	Not currently funded in this Delivery Program, strategy amended to include investigating options for funding consideration in future Delivery Program	Y	c	
2	Supportive with suggestions	Existing community noticeboards are antiquated and hard to read. Digital signboards would be in line with modern practice	Not currently funded; strategy amended to include investigating options for consideration in future Delivery Program	Y	c	
		Council should negotiate with bus shelter advertising provider to included Council information on existing bus shelter digital screens	Suggestion is good but related to external bus shelter contracts and not able to be completed within the scope of this Strategy. Referred to EPS for consideration.	N	a	



NORTH SYDNEY COUNCIL

EXTERNAL COMMUNICATIONS STRATEGY 2019 - 2021



ATTACHMENT TO ITEM 15 - 28/10/19



NORTH SYDNEY COUNCIL

[f](#) [@](#) [i](#)

NthSydCouncil north_sydney @NthSydCouncil

CUSTOMER CENTRE open Monday to Friday 9am - 5pm
 200 Miller Street, North Sydney | Phone: 9936 8100
 Fax: 9936 8177 | Email: enquiries@northsydney.nsw.gov.au | Web: www.northsydney.nsw.gov.au
 General Manager: www.northsydney.nsw.gov.au | Have Your Say: <http://www.northsydney.nsw.gov.au>

Stanton Library: 234 Miller Street, North Sydney NSW 2060 | Phone: 9936 8400
 Mon-Thurs: 9am-9pm | Friday: 9am-6pm | Sat & Sun: 10am-5pm

MEETINGS – All welcome – for agenda information 9936 8188

Friday 3 May, 10am	Traffic Committee, Supper Room
Monday 6 May, 6.30pm	Legal & Planning Committee, Supper Room

WASTE COLLECTION – Bookings essential: ncc.nrmgroup.com.au or phone 1300 799 019

Green waste	Monday 6 May 2019, book by 7pm Sunday 5 May 2019
Household waste	Monday 13 May 2019, book by 7pm Sunday 12 May 2019

PUBLIC NOTICES

SPOT THE BRADFIELD BARK POSTER COMP
 We've placed 50 Bradfield Bark signs in various locations around North Sydney – just post a pic of your dog with one to be in with a chance of winning a Pet Medical basket worth \$200!
 To enter the competition, find a Bradfield Bark sign and post a photo of your dog next to it on Instagram or Facebook with the hashtags #BradfieldBark #petmedicalau. Make sure your profile is public so we can see it.
 If you find more than one Bradfield Bark sign, you can enter again! Every photo taken with a different sign will secure you another entry in the competition.
 The lucky winner will be drawn out of a hat by the Mayor of North Sydney at Bradfield Bark's Dogs On Show Arena at 12pm on Sunday 26 May, so you need to be able to attend the event at this time to accept the prize if your name is called.
 Please note, all entrants will need to register at the Sydney Dogs and Cats Home stall at Bradfield Bark by 11.30am, prior to the draw. Full Terms & Conditions can be found on Council's website.

NORTH SYDNEY VISITOR ECONOMY STRATEGY – FEEDBACK CLOSES 17 MAY 2019

WHAT'S ON Visit Council's website to find out more about our free events

WATCH BLUE THE FILM
 Watch Blue, a provocative journey into the ocean realm, at the



Wake up to North Sydney

North Sydney Council
 Published by Jane Miller 17 hrs

What makes North Sydney an attractive place to visit?
 Help inform the North Sydney Visitor Economy Strategy:
 - attend the Community Workshop on 9 May 2019, 6pm-8pm at McMahons Health Centre

Julia Medvedeva
 1 May at 09:30

Hello there, I was hoping that someone from council could help me raise my concern about the relocated Cremorne junction citybound busstop and get Transport NSW to address the issue. You might know that the citybound busstop on the Military road opposite Cremorne Junction was recently relocated about 50m further towards the Spencer road for the peaktime morning hours. The footpath in this new area is a lot narrower than in the previous location. This busstop has always been quite busy in the peak morning hours, taking commuters towards City, North Sydney and Artarmon. So packing all those commuters in a very narrow space is causing huge congestion and inconvenience for everyone. It is very hard to see the people lining up to



INTRODUCTION

Our External Communications Strategy outlines our communication priorities and actions to ensure North Sydney Council actively engages with all stakeholders. This plan aligns with the North Sydney Community Strategic Plan 2018 - 2028 and addresses key deliverables outlined in our current Delivery Program, 2018/19 - 2020/21.

CORPORATE VISION

Shaping a progressive, vibrant and diverse North Sydney for our community.

GOAL

To provide effective communications to the North Sydney community to ensure they are kept well informed and aware of what's happening in the local area.



BACKGROUND

North Sydney Council is committed to fostering open and timely communications with ratepayers, residents and key stakeholders.

Council has a decentralised approach to communications so that departments and staff members can correspond directly with residents, ratepayers and other customers on issues that are directly related to them, such as planning, waste or sustainability. This means all Council departments play an active and important role in Council communications, from ensuring transparency, open government and community engagement, to promoting Council services and facilities, and encouraging community participation in programs and events, such as sport, sustainability, arts and culture.

Council's Communications and Events Department actively promotes Council's developments, achievements, programs, new initiatives and events, and works to enhance and protect Council's reputation. The Communications and Events Department is also the point of contact for all media enquiries and responsible for coordinating and producing communications materials across a wide range of channels.

The current communications environment is continuously changing, making connecting with Council stakeholders more challenging than ever. Stakeholders no longer receive their news from just one or two traditional media sources, but read and disseminate news in a variety of ways, using a wide range of digital and social media platforms. Council must therefore communicate with stakeholders across multiple platforms, including both print and digital media, in order to reach different age groups with different interests.

In recent years Council has embraced digital and social media, with websites, e-newsletters, Twitter, Facebook, YouTube, Instagram and LinkedIn now forming part of the communications mix. Council's audience on these platforms has grown steadily, with the recent addition of in-house videos significantly bolstering our online reach. Going forward, we will continue to grow our presence online and across social media by actively engaging with the community and promoting Council activities and projects on these channels.

While digital and social media platforms have not replaced Council's traditional communication channels, such as print media, printed publicity material and face-to-face customer services, they have become a key component of how Council effectively communicates and receives feedback from our stakeholders.

COMMUNICATIONS VALUES

This Strategy recognises that communications material must be sustainable and decisions about how Council communicates should be made with consideration of our environmental, social, economic and governance frameworks. The principles outlined here apply to all communications.

Framework	Where possible, our communications will:
Environment	Consider and manage the impact of printed communications materials on the environment Use recycled and recyclable materials for printing where practicable Make electronic versions of our printed publications easily accessible on Council’s website and, where possible, on social media Direct customers to online forms rather than their printed equivalent
Social	Be diverse, ensuring communication is accessible to people of all backgrounds and interests Encourage two-way communications between Council and the community Ensure communication is clear, timely and concise (avoiding technical jargon and using plain English wherever possible)
Economic	Promote economic development and our CBDs and village centres Consider the best use of Council’s limited resources
Governance	Use communication channels to promote open government and to help inform our community with clear, timely and concise content Meet legal and policy obligations for communicating and consulting with relevant stakeholders

Underpinning all communications activities are Council’s broad corporate values of sustainability, community service, open government, ethical conduct, justice, quality and teamwork.



OBJECTIVES (AS LINKED TO THE DELIVERY PROGRAM)

- » Increase promotion of Council activities and achievements
- » Enhance existing communication methods, with focus on expanding digital communications
- » Provide engagement opportunities

AUDIENCES

- » North Sydney residents and ratepayers
- » North Sydney business community
- » Local and metropolitan media
- » Council and Precinct Committees
- » Community groups, charities, NGOs
- » Workers
- » Local schools
- » Local MPs and key community leaders
- » State Government agencies
- » Visitors and tourists
- » Infrastructure and development industries

RELATED PLANS

The External Communications Strategy will be implemented in conjunction with the following plans:

- » Community Strategic Plan/Delivery Program
- » Customer Service Strategy
- » Community Engagement Protocol
- » Disability Inclusion Action Plan
- » Events Strategy
- » Internal Communications Plan
- » North Sydney (CBD) Marketing and Promotion Strategy
- » Information and Communication Technology Strategy
- » Visitor Economy Strategy
- » Social Media Policy/Media Liaison Policy
- » Corporate Communications and Visual Standards Manual
- » Library Services Strategy
- » North Sydney Olympic Pool Marketing Plan

COMMUNICATIONS ACROSS COUNCIL

This Strategy focuses on future objectives and directions, programs and activities that will be undertaken during the life of this Strategy, which are listed in further detail in the Action Plan at the end of this document. It does not include all of the routine, day-to-day communications activities that are currently undertaken across Council, including:

- » responding to letters, emails, phone calls and social media queries
- » producing promotional material such as flyers, posters and advertisements
- » pitching content and stories to media outlets
- » responding to media queries
- » posting on social media
- » producing newsletters and e-newsletters for communities of interest
- » speeches and presentations
- » community engagement and consultation
- » liaising with stakeholders such as Government agencies
- » providing guidance and advice to stakeholders on legal and policy matters
- » notifying residents of Development Applications (DAs) and Planning Proposals (PPs)



CURRENT COMMUNICATION CHANNELS

Channel	Frequency	Responsible Department
North Sydney Council website (eg. events, DA tracking, news and projects)	Daily*	Information Technology
Your Say North Sydney website	As required	Integrated Planning & Special Projects
NTH SYD website	As required	Communications & Events
North Sydney News (printed newsletter for all residents and businesses)	Triannual	Communications & Events
Council advert and DAs in Mosman Daily	Weekly	Communications & Events
Media releases	As required	Communications & Events
Media briefs/round-ups	Weekly	Communications & Events
E-newsletters	As required	IT/Relevant Department/Communications & Events
NSC Facebook/Twitter/Instagram/YouTube/LinkedIn	Daily*	Communications & Events
Stanton Library social media	As required	Stanton Library/Community Development
North Sydney Oval social media	As required	North Sydney Oval/Open Space & Environmental Services
Coal Loader social media	As required	Coal Loader/Open Space & Environmental Services
Arts & Culture social media	As required	Community Development
Resident mailouts (eg. NYE, special events, DAs, elections)	As required	Relevant Department/Communications & Events
Posters and flyers	As required	Relevant Department/Communications & Events
Noticeboards	Annual schedule	Community Development
Banners	As required	Communications & Events/Engineering & Property Services
Videos	As required	Communications & Events
Stand-alone advertising - print and online	As required	Communications & Events
Targeted newsletters eg Lap Times, Bushcare News, Arts and Culture events	Periodically	Relevant Department/Communications & Events
Speeches	As required	Communications & Events
Presentations	As required	Relevant Department/Communications & Events
Brochures to promote facilities and areas (eg. NTH SYD, Destination: St Leonards, The Oval: Your Event, Your Way)	As required	Communications & Events

*Monitored only during business hours unless otherwise required.

HANDLING THE MEDIA

To ensure information communicated by Council is accurate, timely and representative of Council's corporate values and policies, all media queries must be directed in a timely manner to the Communications and Events Department, in accordance with the Media Liaison Policy.

All approaches and pitches to media must be made by the Communications and Events Department.

MEDIA QUERIES

The Mayor and General Manager are the official spokespersons of Council, as detailed in the Media Liaison Policy. In their absence, the Communications and Events Manager can act as Council's spokesperson.

All media interviews involving other Council officers must first be approved by the Communications and Events Manager, their department Director and the General Manager. Media responses will be approved by the Communications and Events Manager, relevant officers and the General Manager.

SOCIAL MEDIA

Council's presence on social media is becoming increasingly important and active. To improve our social media reach we will trial new social media strategies, such as event pages and the use of 'influencers'.

Under Council's Social Media Policy, all Council-moderated and produced social media sites or pages can only be established in consultation with the Communications and Events Department and only staff who have social media moderation incorporated into their role may comment or post on them as the digital "voice of Council".





WHAT OUR COMMUNITY SAYS...

Our last Customer Satisfaction Survey in 2016 identified stakeholders' preferred methods of communication from Council.

North Sydney News, our printed newsletter which is distributed to 50,000 letterboxes, ranked highest in the preferred methods of communication, followed by our e-newsletters, Council's website, leaflets and the Mosman Daily.

However, the way we disseminate and decipher information is changing rapidly, with many people receiving information from a variety of sources, including traditional media, social media sites and community forums.

The challenge for Council is ensuring that we continue to reach and connect with our stakeholders and community effectively through relevant platforms.

In recent years, several new local magazine publications have emerged along with new social media groups and localised websites, which have a wide reach in the local community.

A key activity in this Strategy's Action Plan is to undertake a communications survey which incorporates and evaluates the communications value for Council of these new platforms as well as traditional media.

KEY PRIORITIES GOING FORWARD

1

Engage and inform our community

Communication activities will focus on Council's significant projects and events to ensure that they are widely promoted to both the local and wider community. This will include the creation of innovative, clever and thoughtful communication materials, high quality publication and multi-media assets to actively engage and inform our community. These will use plain English, visual aids in place of lengthy descriptions (where appropriate), and tailor messages to the audience. We recognise people receive and disseminate information in different ways and we will therefore use a range of multi-media across different platforms to engage with our community.

2

Support economic development in the local business community

We will partner with the local business community, where appropriate, to promote events and activities that support economic development and the night time economy in our CBDs and village centres. This strategy incorporates the promotion of North Sydney as a visitor destination for the first time, to align with the development of Council's Visitor Economy Strategy. We will place increased emphasis on publicising North Sydney as a great place to live, work and visit while also promoting the NTH SYD program to showcase North Sydney CBD as lively, vibrant and fun place to work.

3

Enhanced digital communications

In recent years, digital communications have emerged as a vital element in any communications strategy. Digital channels such as video, social media and web presence is a key platform for our communication activities, which allow us to vary the ways we communicate with the community and other stakeholders. We have introduced in-house video production for the first time and, going forward, we will continue to expand our digital reach by producing more engaging and educational videos, high-quality photographs and unique online content which promote Council's activities, events and showcase North Sydney as a great place to work, live and visit.

4

Build Council's identity

We will continue to build and enhance Council's reputation by strengthening relationships with local media and by creating suitable content for all types of media. We will promote and protect Council's reputation by clearly communicating Council's key projects and goals, making sure we are accessible and present on social media and actively managing issues as they arise. We will protect Council's corporate identity with an updated Corporate Communications and Visual Standards Manual which will standardise our visual imagery and communications across Council. We will continue to provide a high-quality, in-house graphic design service, and provide appropriate communications tools to staff.

HOW WILL WE MONITOR OUR PROGRESS?

In addition to Council's regular reviews of the Delivery Program, which will monitor the progress of the tasks listed in this strategy's Action Plan, our Communications and Events Department continuously evaluates our communication methods and tools to ensure we are actively engaging with our community and stakeholders in the most efficient and effective ways.

Social media has become a key part of our communications and the Communications and Events Department regularly reviews engagement and growth across these platforms.

A Customer Satisfaction Survey will be undertaken in 2019/20 which will gather feedback on all Council services, including how our residents and stakeholders respond to our different communication methods.

This is in addition to a standalone survey the Communications and Events Department will undertake as a key action in this Strategy to evaluate which communication methods are the most successful and where efforts and resources should be concentrated for the most effective communication outcomes.



NORTH SYDNEY COUNCIL

EXTERNAL COMMUNICATIONS ACTION PLAN 2019 - 2021

1 ENGAGE AND INFORM OUR COMMUNITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Implement community education programs regarding protection and enhancement of the natural environment 1.1.2	Production of printed Bushcare newsletter S1, and Bushcare e-newsletter S2	Source and create content for Bushcare printed and e-newsletters to promote Bushcare activities and community involvement.	Manager Environmental Services	Ongoing
Promote sustainable energy, water and waste practices 1.2.1	Support, initiate and promote waste related workshops and community events 1.2.1.2	Promote environmental sustainability programs through e-newsletters, online platforms, printed publicity materials and the media when appropriate.	Manager Environmental Services	Ongoing
	Implement waste education and community education program 1.2.1.4	Promotion and provision of education to the community to reduce water use, and to use water more efficiently.	Manager Environmental Services	Ongoing
Facilitate and demonstrate stewardship through environmental sustainability programs 1.2.3	Implement community and business education that raises awareness of and increases the profile of sustainability and climate change 1.2.4.1	Promote environmental sustainability programs and initiatives through e-newsletters, Council's online platforms, printed materials and the media. Design, production and distribution of educational and promotional materials to encourage sustainable practices. Encourage environmental sustainability practices at community events and in Council's operations.	Manager Environmental Services	Start 2020
Encourage community gardening and rooftop and hard surface greening, incorporating native vegetation planting where possible 1.3.2	Support community in the development of community gardens, rooftop and hard surface greening 1.3.2.1	Promote Council's community gardens, Streets Alive program, Native Havens initiative and Green events, and encourage the community to get involved and create green spaces.	Manager Environmental Services	Ongoing

ENGAGE AND INFORM OUR COMMUNITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Facilitate, advocate and provide opportunities for improved public transport use, alternative modes of transport and end of trip facilities 2.3.1	Implement community education campaigns that encourage active transport/use of public transport and alternative modes of transport 2.3.1.2	Create and promote walking maps, 'pop-up' cycling events and active transport educational initiatives.	Sustainable Transport Projects Coordinator/ Engineering and Property Services	Ongoing
Increase mobility and accessibility throughout North Sydney 4.1.1	Update and promote translated information to the community 4.1.1.3	Translations of key publications are provided for specific groups in the North Sydney area and updated at least yearly and when required. Where a direct translation is not available in the language required, North Sydney Council subscribes to the Translating and Interpreting Service (TIS) for Council related enquires and this is promoted on brochures provided by the Community Development Department and the Language Assistance page of the website.	Community Information Officer/ Community Development	Ongoing
	Review the provision of information in community languages relevant to the North Sydney community 4.1.1.4	Review ABS Statistics and other research into multicultural groups in the North Sydney area to ensure publications are available in the most locally relevant languages.	Community Information Officer/ Community Development	Ongoing
Provide services, facilities and information to meet the needs of North Sydney's diverse communities 4.1.2	Promote youth services and facilities throughout North Sydney 4.1.2.9	Promote youth services and facilities through printed publicity materials, online platforms and media where appropriate.	Youth Development Officer/ Community Development	Ongoing

ENGAGE AND INFORM OUR COMMUNITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Provide services, facilities and information to meet the needs of North Sydney's diverse communities 4.1.2	Coordinate and promote activities in Youth Week 4.1.2.10	Promote Youth Week activities through printed publicity materials, online platforms and media where appropriate.	Youth Development Officer/ Community Development	Annually
	Coordinate and promote activities for Seniors Festival 4.1.2.15	Promote Seniors Festival activities through online platforms, printed publicity materials and media where appropriate.	Access and Inclusion Coordinator/ Community Development	Annually
	Develop targeted marketing and promotional strategies 4.1.2.23 Implement targeted marketing and promotional strategies 4.1.2.24	Promote Library and Information Services. Promote Children's Youth Services. Promote Events and Programs.	Manager Library Services/ Community Development	Ongoing
Celebrate diversity within the community 4.1.6	Coordinate and promote Harmony Day activities 4.1.6.2	Promote Harmony Day through Council's networks, printed publicity materials, online platforms and media where appropriate.	Social Planner/ Community Development	Annually
	Coordinate and promote activities in Indigenous festivals 4.1.6.3	Promote Indigenous festivals through printed publicity materials, online platforms and media where appropriate.	Arts Officer/ Community Development	Ongoing
Provide programs, information and infrastructure to support mental health and alcohol and other drugs services 4.1.8	Promote events and activities in Mental Health Month 4.1.8.3	Promote Mental Health Month and other mental health awareness projects through printed publicity materials, online platforms and media where appropriate.	Access and Inclusion Coordinator/ Community Development	Annually
Plan for future social infrastructure and health services to support healthy communities 4.1.10	Provide access to quality early childhood care and education services 4.1.3.4	Promote Child and Family Health Service, North Sydney.	Manager Community Development	Ongoing

ENGAGE AND INFORM OUR COMMUNITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Promote, support and celebrate creative arts in North Sydney through facilities, spaces and programs 4.2.1	Increase public awareness of the arts programming offered throughout North Sydney 4.2.1.6	Promote arts programs and associated activities through printed publicity materials, online platforms and media where appropriate.	Arts and Cultural Team Leader	Ongoing
Promote volunteering and community involvement and draw on community skills and expertise 4.3.5	Promote Volunteer Week 4.3.5.1	Promote Volunteer Week and associated activities through printed publicity materials, online platforms and media where appropriate.	Manager Communications & Events	Annually

2 SUPPORT ECONOMIC DEVELOPMENT IN THE LOCAL BUSINESS COMMUNITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Foster and support tourism activity in North Sydney 3.1.5	Implement the Visitor Economy Strategy 3.1.5.2	Periodically promote the Visitor Economy Strategy through printed publicity materials, online platforms and media where appropriate. Prepare a Communications Strategy. Promote economic development and the night time economy in the local government area. Explore digital platform and website options to promote North Sydney to visitors.	Economic Development Coordinator/ City Strategy	Start 2020 Ongoing
	Engage in joint venture promotional initiatives with industry operators 3.1.5.3	Identify and facilitate opportunities for promotion and development of North Sydney as a tourism destination. Identify opportunities to promote North Sydney's night time economy. Identify and participate in joint venture promotional initiatives with industry operators when possible.	Economic Development Coordinator/City Strategy	Start July 2019
Strengthen the North Sydney CBD's competitiveness and identity, differentiating it from other centres 3.2.2	Implement North Sydney CBD Marketing Campaign 3.2.2.2	Promote NTH SYD events and program through printed publicity materials, online platforms and media where appropriate.	Manager Communications & Events	Ongoing
	Promote commercial centre activity in Council publicity 3.2.2.3	Promote local business news and networking events through industry presentations, e-newsletters, online platforms, printed publicity materials and media where appropriate.	Economic Development Officer/City Strategy	Ongoing
Celebrate and promote innovation 3.3.5	Promote local innovative activity and achievement in Council publicity 3.3.5.2	Promote North Sydney innovation network events through e-newsletters, online platforms, printed publicity materials and media where appropriate.	Economic Development Coordinator/City Strategy	Ongoing

3 ENHANCE DIGITAL COMMUNICATIONS

All Strategies, projects and activities identified in this action plan will be published digitally in some format, including and not limited to Council's website and on Council's social media platforms. The type of digital publication can vary from documents in digital format on Council's website, to social media posts, videos and photographs.

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Provide services, facilities and information to meet the needs of North Sydney's diverse communities 4.1.2	Develop and employ strategies to increase customer awareness, access and usage of digital resources 4.1.2.20	Develop and promote a Library App in conjunction with other Shorelink libraries. Provide technology skills training for Library staff to improve confidence in supporting customer use of smart devices and digital resources including eBooks, digital magazines and databases. Promote Library databases through online platforms, printed publicity materials and media where appropriate.	Manager Library Services	Ongoing
	Enhance the Library's website, improving accessibility, interactivity and ease of use 4.1.2.21	Conduct a customer user experience review of the Library website to determine how best to arrange and display content. Work with Council's Website Co-ordinator to make improvements to the appearance and usability of the Library sections of the Council website both for PC and smart device navigation.	Manager Library Services	Ongoing
Implement best practice customer service 5.2.4	Improve online Council services for all business related information and approval processes 5.2.4.4	Implement online forms to increase accessibility and serviceability. Review and implement better online enquiry channels for different enquiry types.	Manager Customer Services	Ongoing
		Monitor the regulatory requirements for the notification of development applications.	Executive Planning Advisor	Ongoing

ENHANCE DIGITAL COMMUNICATIONS

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Enhance existing communication methods 5.3.2	Expand the use of video communication 5.3.2.1	<p>Explore Council's current in-house video capabilities and potential to retain dedicated video officer.</p> <p>Review in-house and outsourced video funding across Departments.</p> <p>Identify new video opportunities for all Departments and create a video schedule.</p> <p>Create engaging content and short videos promoting Council decisions.</p> <p>Expand internal resources/skillset through staff training.</p>	Manager Communications & Events	<p>By 2022</p> <p>Ongoing</p> <p>By 2022</p> <p>Annually</p> <p>Start by 2020, then ongoing</p> <p>Ongoing</p>
	Expand the use of digital platforms for promotion and advertising 5.3.2.2	<p>Review new online media/community groups' reach and advertising potential.</p> <p>Review social media responses.</p> <p>Create engaging social media competitions to encourage greater community interaction.</p> <p>Explore use of social media influencers and other promotional opportunities through social media.</p> <p>Expand internal social media skills and knowledge through training.</p> <p>Review/update e-newsletters</p> <p>Investigate the feasibility and costs of installing and maintaining a digital screen in each suburb in the North Sydney LGA</p>	Manager Communications & Events	Ongoing
Enhance and secure Council's technology, telecommunications and information assets 5.4.1	Prepare and implement End User Experience Program 5.4.1.6-7	Review Council's website 5.4.1.8.	Manager Information Technology	Ongoing

4 BUILD COUNCIL'S IDENTITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Recognise, celebrate and promote North Sydney's history and heritage 4.4.1	Conduct public programs which increase awareness of local history and heritage 4.4.1.1	Produce historical walking maps of the local area, run and promote public programs, including guided walks for the Heritage Festival, and provide historical information services.	Council Historian	Ongoing
Plan well for the future 5.1.2	Promote the Community Strategic Plan to staff and the community 5.1.2.1	Promote the Community Strategic Plan through printed publicity materials, online platforms and media in accordance with the Communications Plan. Prepare a Communications Plan to increase community awareness of Council's Integrated Planning & Reporting suite of plans, in particular the long term Community Strategic Plan.	Manager Integrated Planning & Special Projects	Ongoing
	Prepare End of Term Report 5.1.2.2	Prepare and promote the End of Term Report for the outgoing term of Council, summarising progress made against the Community Strategic Plan.	Corporate Planning Coordinator	Apr 2020 - Dec 2020
	Prepare progress reports against implementation of the Delivery Program 5.1.2.3 Corporate planning and reporting S169	Prepare and promote the Biannual Performance Reviews, summarising progress made against the Delivery Program. Prepare a Community Report, a concise version of the Annual Report that can be promoted via printed materials and online platforms.	Corporate Planning Coordinator	Annually
Provide accountable, transparent and accessible and participatory decision making 5.2.1	Council and Committee meetings S187	Ensure all Council meetings are webcast. All Committee meetings will also be webcast from 2020. Very few agenda items considered in Closed Session. Facilitate active engagement by members of the public at Council meetings and Reference Groups. Precinct Committees review agendas and Minutes and make comment where appropriate.	Manager Governance & Committee Services	2020 Ongoing

BUILD COUNCIL'S IDENTITY

Strategy (as identified in our Delivery Program)	Project/Activity under Strategy	Action/Service	Responsibility	Timeframe
Increase promotion of Council's activities and achievements 5.3.1	Review and implement the External Communications Strategy 5.3.1.3-4	Consult with key stakeholders to update the External Communications Plan. Create engaging content across multiple platforms to help inform our community and promote Council activities and events. Conduct survey to discover stakeholders' preferred methods of communications for next strategy period. Update Corporate Standard Manual. Review effectiveness of advertising in print media and online platforms.	Manager Communications & Events	June 2019 Ongoing By 2021
Provide engagement opportunities 5.3.3	Promote the Community Engagement Protocol 5.3.3.01	Conduct initial awareness campaign to promote the Community Participation Plan requirements under the Environmental Planning and Assessment Act, which will be met via integration into the Community Engagement Protocol. Periodically promote the Community Engagement Protocol through printed publicity materials, online platforms and media where appropriate. Provide staff training every 2-3 years.	Manager Integrated Planning and Special Projects	2019/20 Ongoing 2019/20
Support the North Sydney Community Precinct System 5.3.4	Precinct Committees support S211	Prepare a Communications Plan to increase community awareness of the North Sydney Community Precinct System. Periodically promote the Precinct System through printed publicity materials, online platforms and media where appropriate.	Community Engagement Coordinator/City Strategy	2019/20 Ongoing