COMMUNICATION STRATEGY

GLEN INNES SEVERN COUNCIL

2020-2025

GLEN INNES SEVERN COUNCIL

A strategic approach to Council's internal and external communication which guides a cultural and procedural transition supported by Council's Vision, Mission and Values and recognising that strategic communication is community focused and operationally driven.

OUR VISION

OUR VISION IS LED BY OUR COMMUNITY STRATEGY PLAN (CSP) AND ENHANCED WITH A PLACE-BASED APPROACH TO OUR LOCAL STRATEGIC PLANNING STATEMENT (LSPS) AND ECONOMIC DEVELOPMENT STRATEGY (EDS).

Community Strategic Plan (CSP)
2017 - 2027

"Glen Innes Severn will have a vibrant, confident and inclusive community supported by a sustainable and prosperous economy underpinned by a well-maintained road network."
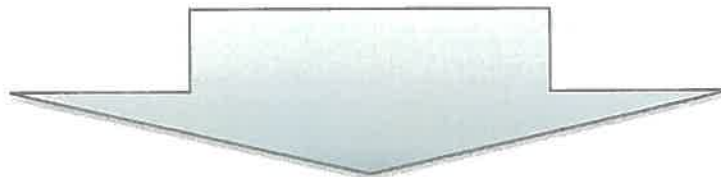
Local Strategic Planning Statement (LSPS)
2020 – 2040

"Glen Innes Highlands is the place to experience a unique lifestyle with opportunity, connection and wellbeing among a cherished and sustainable natural environment."

OUR MISSION AND VALUES

OUR MISSION IS DELIVERED THROUGH CONTINUED MINDFULNESS AND EXECUTION OF OUR VALUES.

RESPECT

INTEGRITY

MISSION

To be a 'can do' Council, that is, a Council
that is proactive and prioritises affordable
and relevant service delivery for
its community.

TRANSPARENCY

COURAGE

HONESTY

OUR COMMUNICATION AIM

TO CREATE CONTINUOUS CONNECTIONS WITH OUR COMMUNITY THAT INTEGRATES COUNCIL INTO THE EVERY DAY EXPERIENCE OF LIVING LOCALLY.

TO ENSURE OUR COMMUNITY UNDERSTANDS OUR INTENTIONS, CHALLENGES AND DECISION-MAKING PROCESSES.

TO BUILD TRUST AND ADD VALUE AS AN APPRECIATED AND UNDERSTOOD MEMBER OF THE COMMUNITY.

PART OF THE COMMUNITY

We are part of our community each and every day – at work and at play.

People from the community work on our roads, bridges, footpaths, maintain our parks, sporting fields, open spaces and beautify our streets.

We develop community connections and support our ageing, disabled, youth and Aboriginal communities through services and people who care.

We plan for a strong and connected community and the sustainable use of our land, whilst protecting our heritage and environment.

We strive for the prosperous future of our community through economic development programs and planning priorities that renew our economy, creating a vibrant and thriving community to be envied.

We support local community groups and events and create reasons for people to visit, live and invest in our place.

We do this for our community, because we are part of our community.

Our community should know what we do, how we do it and why we do it.

Community and Council, connected, each and every day.

This Communication Strategy sets the platform to ensure positive connection and collaboration of people and place in our community.

INTRODUCTION

We believe that strong and effective communication can deliver a range of benefits, including strengthening relationships internally and externally; generating trust, support and participation; improving community awareness of Council's programs, activities, processes, facilities and services; enabling and strengthening community capacity; creating a connected and collaborative community; and building Council's reputation for service delivery as a well-managed organisation.

We are mindful of the complexity and diversity of our community with almost 9,000 residents across our town and surrounding villages. It is therefore important that our communication seeks to:

- be flexible in our approach in consideration of the changing nature of the communications mix;
- be mindful of how the community interacts, participates and seeks knowledge and leverage those opportunities to connect;
- be agile and contextual in our delivery of information to ensure engagement with different audiences;
- build a connected and collaborative community aligned to our values which ensures our community that we are there for them.

We are committed to demonstrate our support and understanding of our community and their needs given our own vested interest as part of that community by:

- providing information to our community on what we do, how we do it and why we do it;
- showing empathy and humanity in how we communicate to demonstrate our commitment to people in our place;
- being present, accessible and available to build collaborative relationships, to encourage open relationships and build trust and lead mutual respect;
- supporting the local media which provides an important community voice, enabling community capacity and recognising the local culture; and
- being creative and innovative whilst having a continuity of voice.

Council communicates in a complex, dynamic, crowded and often competitive communication environment. We will be flexible in our approach to communication to benefit from the fluidity and dynamic character of modern communication and to respond to the diverse communication needs of the community and various stakeholders. We value direct and participatory communication with our community, media representatives and our staff.

A STRATEGIC APPROACH

FOUNDATIONAL
The Communication Strategy (the Strategy) is a foundational "umbrella" document which will help guide communication actions and outcomes.

OVER-ARCHING
The Strategy supports Council's objectives as expressed in Council's Vision and Mission statements and its overarching strategic instruments such as Council's Community Strategic Plan (CSP) and Community Engagement Strategy (CES).

OPERATIONALLY DRIVEN
The Strategy states Council's communication objectives and proposes the strategic outcomes as well as the directions for achieving the outcomes from an operational perspective; it recognises that strategic communication is operationally driven.

INTEGRATED
The Strategy applies to both internal and external communication and supports our commitment to be professional, honest, respectful, useful, timely, factual, proactive, customer focused, consistent, responsive, and to listen and be receptive to continuous improvement.

BUILDER AND DRIVER
By such commitment we will build rapport and relationships, we will align our communication with our core values and core business, we will drive performance and reputation, and positively contribute to all facets of Council activity.

TRANSITION
It will take time to be implemented by all stakeholders; a process of cultural and procedural transition is to be expected and supported.

DIRECTION
By aligning our communication and organisational objectives there will be a clear direction for staff. The Strategy provides the framework of intent which is implemented through a Communication Strategic Plan which details how the Strategy will be delivered.

Implementing this Strategy will deliver a range of benefits such as strengthening relationships, internally and externally; generating trust, understanding, support and participation; improving community awareness of Council's programs, activities, processes, facilities and services through the delivery of information; enabling and strengthening community capacity and engagement opportunities; and building Council's reputation for service delivery as a well-managed organisation.

COMMUNICATION PRINCIPLES

OUR MISSION IS DELIVERED THROUGH CONTINUED MINDFULNESS OF OUR VALUES AND UNDERPINNED BY OUR COMMUNICATION PRINCIPLES.

CORRECT

Honest communication comes from ensuring information is true and accurate to mitigate any misinformation confusing our communication.

OPEN

Ensuring that our communication is open and transparent is the key to building trust and strengthening relationships.

TIMELY

Delivering information to the right people at the right time through an agile approach to communication delivery - one that is both proactive and responsive to the 'now economy'.

RELEVANT

There is purpose to our communication that is relevant to each audience. We are relevant, contributory and mindful of what is topical.

CONSISTENT

Appropriate and uniform in tone across all channels and audiences whilst remaining contextually appropriate across different brands, formats and subjects.

ACCESSIBLE

Recognising the need for multi-channel approaches and delivery formats to ensure reach across our diverse community.

COLLABORATIVE

Underpinning all communication with a reinforcement of connection, collaboration and cooperation.

COMMUNICATION OBJECTIVES

- **IDENTITY**: To build and reinforce Council's identity as an organisation in line with our Vision, Mission and Strategic Priorities, ensuring that how Council communicates is in line with these principles.

- **ROLE**: To increase community awareness and understanding of Council's role within the Local Government Area (LGA).

- **CAPACITY**: To proactively deliver accessible, useful, comprehensive and comprehensible information in ways that best meet the interests, preferences and needs of the community and which improves the capacity of the community.

- **ENGAGEMENT**: To strengthen supportive and honest relationships with the community through improved community engagement, which enhances trust in Council as a well-run and managed organisation.

- **OPPORTUNITIES**: To identify opportunities for communicating with the community in the delivery of projects and activities, as well as keeping the community informed throughout the duration of projects and activities.

- **UNDERSTANDING**: To improve the community's understanding of Council's decision-making processes and challenges.

- **CULTURE**: To create a positive and valuable communication culture within all areas of Council by improving communication awareness and skills.

- **BEST PRACTICE**: To develop and maintain best practice communication of internal and external communication, recognising that quality communication is informative, inclusive, supportive, co-operative, consistent, clear, timely, accessible, appropriate, purposeful, transparent, honest, respectful and positive.

- **AWARENESS**: To ensure staff have awareness of Council's activities, services, strategic planning and decision-making processes so that they approach communication from an informed and constructive baseline.
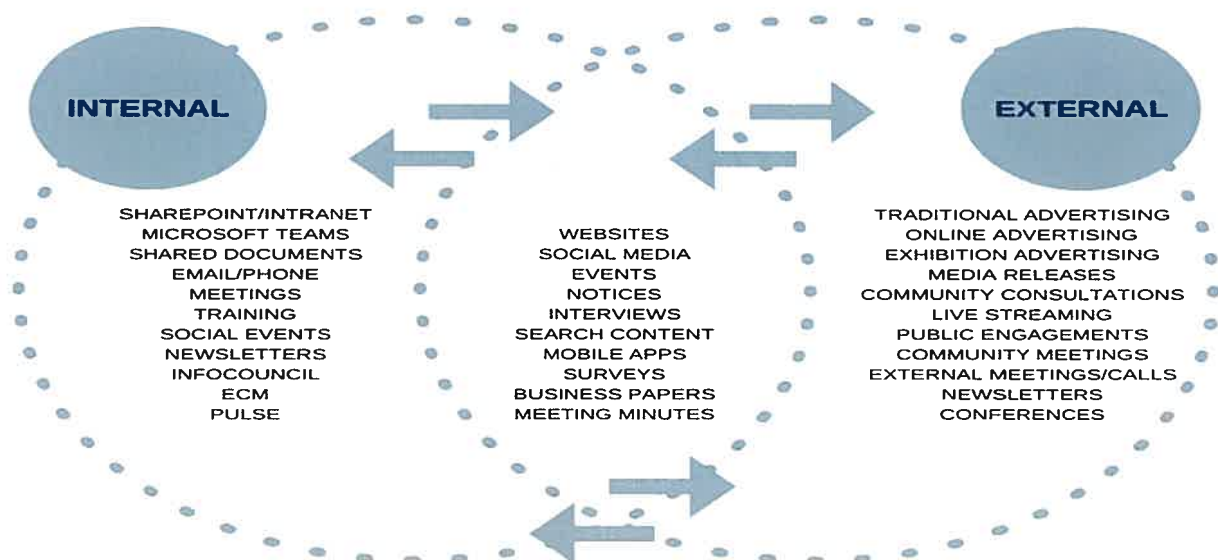
COMMUNICATION FRAMEWORK

THE COMMUNICATION FRAMEWORK IS MULTI-DIMENSIONAL WITH OPPORTUNITIES TO CUSTOMISE AND INTEGRATE COMMUNICATION.

This Strategy provides the framework for all of Council's communication and guides the use of the communication framework. Council's audience and therefore the scope of Council's communication is multi-layered, diverse and broad. The framework for Council's communication is multi-faceted with various types and platforms of communication which contribute to informing and engaging the community in a manner that suits collective and individual needs and preferences. Council's communication framework includes multiple channels/platforms/forums which can be broadly categorised:

- **General communication** which is informative and managed; such as Council's website, newsletters, promotional and informational brochures, minutes summaries, reports and surveys.

- **Traditional communication** such as media and advertising generated through Media Releases, Media Alerts, display advertising, regular media features, special media features, radio sessions and audio files, and products such as signage, logos and displays/exhibits.

- **Social media** such as Facebook, which can be participatory, interactive, visual and informal.

- **Customer service** including face-to-face, by telephone, emails/letters, messenger posts, databases and notices.

The Strategy supports the existing communication framework and does not detract from either developing or re-imagining how we communicate. Changes to the communication framework may be developed through the **Communication Strategic Plan.**

INTERNAL		EXTERNAL
SHAREPOINT/INTRANET		TRADITIONAL ADVERTISING
MICROSOFT TEAMS	WEBSITES	ONLINE ADVERTISING
SHARED DOCUMENTS	SOCIAL MEDIA	EXHIBITION ADVERTISING
EMAIL/PHONE	EVENTS	MEDIA RELEASES
MEETINGS	NOTICES	COMMUNITY CONSULTATIONS
TRAINING	INTERVIEWS	LIVE STREAMING
SOCIAL EVENTS	SEARCH CONTENT	PUBLIC ENGAGEMENTS
NEWSLETTERS	MOBILE APPS	COMMUNITY MEETINGS
INFOCOUNCIL	SURVEYS	EXTERNAL MEETINGS/CALLS
ECM	BUSINESS PAPERS	NEWSLETTERS
PULSE	MEETING MINUTES	CONFERENCES

COMMUNICATION "ECOSYSTEM"

THE WHO, WHAT, WHEN, WHY AND HOW OF OUR COMMUNICATION IS A SIMPLE FRAMEWORK WHICH GUIDES US TO ENSURE WE DELIVER OUR COMMUNICATION ACCORDING TO THE NEEDS OF COUNCIL AND THE COMMUNITY. OUR AUDIENCES ARE VARIED, DIVERSE AND INTRINSICALLY LINKED THROUGH THEIR RELATIONSHIPS, THEIR CHOICES AND THEIR PERSONAL NEEDS EXPRESSED IN THEIR SPHERE OF INFLUENCE.

WHO ARE WE TALKING TO?

WHAT ARE WE TALKING ABOUT?

HOW DO WE TALK?

COMMUNICATION FRAMEWORK

WHY ARE WE TALKING?

WHEN DO WE TALK?

WHO ARE WE TALKING TO?

FROM COMMUNITY TO SUPPLIERS TO COLLEAGUES, THE DIVERSITY OF OUR AUDIENCE REQUIRES BEING MINDFUL OF INHERENT COMPLEXITY. ALL AUDIENCES ARE IMPORTANT, BUT NOT ALL INFORMATION IS RELEVANT TO ALL GROUPS, ALL OF THE TIME OR IN THE SAME FORMAT.

WHO ARE WE TALKING TO?

1. **COMMUNITY AND COUNCILLORS**

   Our community includes residents, ratepayers, visitors, community organisations, businesses and organisations, local agencies, social groups, service users, sporting groups and ourselves. It includes local groups and committees that represent parts of our community either through interest or activity.
   Our community is represented by our Councillors.

2. **GOVERNMENT**

   State and Federal representatives, other Local Government representatives, as well as stakeholders across a broad range of departments, authorities and levels of Government.

3. **MEDIA**

   This includes all levels of media – local, regional and national.

4. **REGIONAL PARTNERS**

   Providers of shared knowledge, resources and networks, offering collaborative and connective opportunities to assist us in delivering ideas, initiatives and programs.

5. **SUPPLIERS**

   Goods and services providers whom assist Council to deliver according to our strategic priorities as set by our Integrated Planning Framework and guided by our community.

6. **COLLEAGUES**

   Employees of our and other Councils and agencies who provide support, knowledge, skills, labour and opportunities for collaboration.

WHAT ARE WE TALKING ABOUT?

PROJECTS, SERVICES, ACTIVITIES, DECISION-MAKING, CAMPAIGNS, PROGRAMS, OPPORTUNITIES AND INFORMATION THAT BENEFIT AND ENGAGE OUR COMMUNITY.

We, as part of our community, demonstrate that we are a positive part of everyday life in our place as we strive to inform, interact and participate in community life.

WHEN ARE WE TALKING?

WE USE EVERY OPPORTUNITY TO TALK TO EACH OTHER AND OUR COMMUNITY. IT IS EVER-EVOLVING, EVER-CHANGING AND CHALLENGING, BUT WE DO IT EVERY DAY BEING MINDFUL OF HAVING THE RIGHT CONVERSATIONS AT THE RIGHT TIME, TO THE PEOPLE TO WHOM IT IS RELEVANT.

WHY ARE WE TALKING?

WE COMMUNICATE TO INFORM, COLLABORATE, LEARN AND BUILD RELATIONSHIPS. OUR COMMUNICATION CAN ENRICH THE LIVES OF OUR COMMUNITY, FOSTERING PROSPERITY AND CREATING OPPORTUNITY.

- To build trust with our community;
- Our content reinforces the benefits to the community of what we do;
- Our information provides understanding and alignment with our decision-making;
- We use our values to ensure our community know what is happening;
- We share with our community, so they feel supported, recognised and important;
- To build mutual respect and pride in our place.

HOW DO WE TALK?

AS ONE VOICE, AS PART OF THE COMMUNITY AND WITH AN ORGANISED AND PROFESSIONALLY EXECUTED PROGRAM OF ACTIVITY, PROCESSES, GUIDELINES AND POLICIES TO ENSURE THAT WE ARE EFFECTIVE COMMUNICATORS.

- Deliver our communication in alignment with our principles and objectives;
- Express to our community what we provide, even those services that they cannot see;
- Support our community by being a part of the community in work, life and play;
- Build our community's knowledge and demystify our operations;
- Provide critical information to ensure social prosperity and wellbeing;
- Ask our community their views, listen to their needs and respond to their concerns.

TEN STRATEGIES TO IMPROVEMENT

1. BUILDING THE OVER-ARCHING FOUNDATION

- To guide the consistent delivery of Council's Vision and Mission messages as a foundation for building community awareness and exposure to Council as an organisation, and to Council's services, facilities, activities and projects; and to explore opportunities to deliver these messages throughout Council's customer service and engagement with the community.

OUTCOME

We will build our authentic organisational persona and develop our community's positive perception of Council through demonstrating what we do, how we do it and why we do it. Our communication will explain, account for, support, specify, substantiate, reinforce and enhance our achievements, our challenges, our decisions, our Vision and our Mission, thereby building our positive reputation and reflecting our values and integrity as an organisation.

2. USING MEDIA STRATEGICALLY

- To continue to develop strong relationships with traditional media to enhance public relations opportunities, as well as communicating through the use of new technologies to help inform our community and aid their understanding of our achievements and challenges.

- To guide the use of broadcast and published information, and external media generally, by taking into account where and how Council's audiences best receive information.

OUTCOME

We will demonstrate that we understand and support that local media furnishes our community with an important voice and opportunity, as well as supporting our local culture, which both Council and the community can use for a mutual advantage and for building capacity. By including local media in our communication mix we acknowledge the preferences of our community for receiving information in various forms and our understanding of any local limitations including technological and demographic.

3. BEST PRACTICE MANAGED COMMUNICATION

- To support the centralised management and oversight of the procedures, processes and practices of the delivery of communication in recognition of the responsibilities of Council's communication.

- To develop and maintain Council's own managed communication channels/platforms/forums in order to have a professional capacity for an independent profile and voice in the community.

- To create our own content and narrative, share our stories and define our own messages, linking our communication to our marketing and branding strategies and the building of our organisational character and reputation.

- To ensure information and content is useful, interesting, factual, contemporaneous, respectful and comprehensible by minimising misinformation, exaggeration, jargon, conspicuous marketing and agenda-driving and empty messaging.

OUTCOME

We will view communication as a strategic tool and as part of our management toolbox, to be used professionally. We will lift communication to an over-arching whole of organisation role. We will use communication to relate our own "story" in a positive and respectful manner.

4.SUBSTANTIATION AND SUSTAINABILITY

- To develop information and messaging which better informs the community of Council's decision-making and planning processes, and particularly our financial management, and to utilise opportunities for communicating Council's decisions such as live-streaming of Council meetings, minutes summaries and website news items. This also includes identifying and actioning positive media opportunities from Council meetings.

- To develop how Council handles issues management so that our communication, including during emergencies and crises, is centralised, strategic, co-ordinated and resourced.

- To ensure Council communicates regular up-dates to the community on specific projects and activities so that Council visibly engages with the community in respect of such projects and activities; and this engagement may include exercising diverse opportunities to communicate with the community through presentations, show and event stands, open forums, attending community group functions and meetings, as well as through the website, other internet-based platforms such as YouTube and online surveys, newsletters, media and social media.

- To promote Council news and activities through Council's service centres and facilities and to nurture opportunities at such points of contact for connecting with Council's customers and volunteers.

OUTCOME

By furnishing specifics and substance and demonstrating the sustainability of decisions, financial and otherwise, we will assist our issues management and public relations, and demonstrate how we are achieving our "Strategic Priorities". We will be able to prove that our Vision includes a "*sustainable and prosperous economy*" and that we are "*proactive and prioritise affordable and relevant service delivery*" in accordance with our Mission. We will take more opportunities to "touch base" authentically with our community at the interfaces between community and Council, which broadens the opportunities for communicating important facts and which enhances the building of a positive reputation.

5. STRETCHING THE OPPORTUNITIES

- To deliver a strong social media presence for conversing with our community in a dynamic, participatory and less formal manner and continuing to communicate via channels relevant to our community. This includes connecting with community social media spaces and sharing social media opportunities between Council's various social media platforms.

- To guide the continuous development of Council's website with the end-user as the primary focus. Council will investigate how we can make it easier to do business with Council online and how Council's website can become a hub for community information.

OUTCOME

We will use communication in a more participatory, inclusive and multi-faceted manner which maximises opportunities to share and to engage with the community. By using information across several platforms, we stretch the reach and utility of our communication and improve receptivity.

6. ENABLING IMPROVEMENTS

- To ensure that the communication needs of Council are adequately factored into Council's budgeting through the allocation of funds for advertising, printing and publishing, broadcasting, production of communication products, maintaining and re-developing internet-based platforms, up-dating of equipment and software, communication training and the employment of skilled communication personnel.

OUTCOME

By adequately factoring communication needs into Council's budget we will progress our communication from the "talk" to the "walk". We will consider and offset the cost of improvements with the cost of risk factors such as issues management risks, reputational risks and opportunity cost risks.

7. USING COMMUNICATION TO IMPROVE THE WORKPLACE

- To include communication in the everyday functioning of the workplace; this includes encouraging employee engagement, listening to concerns and removing perception barriers; and to include an "around the water cooler" approach to Council's communication toolkit for internal communication in order to assist taking the pulse of the organisation.

- To identify and implement any staff education and guidance on the use of communication including identifying any communication skills deficits and the implementation of any staff training on communication skills, as well as identifying staff capabilities and experience in communication and maximising the use of such capabilities.

- To improve communication opportunities, linkages and channels between the organisation's executive, managers and the workforce which foster honest, supportive, non-judgemental, inclusive and harmonious internal communication.

OUTCOME

The way we communicate internally is critical to a happier work environment. We will benefit from staff commitment and loyalty as well as staff retention. By improving our communication skill set organisationally we enable staff to use communication for everyone's benefit.

8. THE EMPOWERMENT OF COMMUNICATION

- To give all areas of Council an equal and balanced opportunity to use and benefit from internal and external communication.
- To increase staff knowledge of the organisation's core services, projects, activities, decision-making and planning processes through the intranet, the staff newsletter and the distribution of information arising from Council and staff meetings.

OUTCOME

We will make our staff our organisation's communicators. We will enhance a connectivity throughout the organisation and our internal communication will improve our external communication.

9. INTEGRATING RESPONSIBILITIES

- To drive a proactive communication culture across Council, by putting processes in place to assist staff identify when there is a need to communicate in their operational activities. This will include building communication considerations into project management frameworks and other management strategies to support communicating with the community at a range of milestones in Council's activities and implementing communication checkpoints with directors and managers.
- To increase the utility of communication with the sharing of information across the organisation such as sharing social media posts and information on Council's websites.

OUTCOME

By making communication everyone's business, operational communication is improved throughout the organisation and in particular the accuracy, thoroughness, breadth, and inclusivity of information dissemination and the reduction of instances of double-handling and miscommunication.

10. RESOURCING AND ACCOUNTABILITY FOR PROGRESS

- To deliver consistent assessment of communication activities and reporting on communication outputs and impacts. Regular analysis will be used to improve practices and constantly refine Council's approach. Targets will be set to allow for regular reporting of communication activities.

- To provide a functional budget for professional media and communication personnel, for publishing and broadcasting, product development, internal communication, media liaison and media events, content creation including journalism and editing, issues management, surveys, photography and video, posters, presentations, display signage and advertising.

OUTCOME

We will resource communication to achieve outcomes and enable strategic adaptations to be implemented. We will resource the development of a Communication Strategic Plan which actions this Strategy towards identified outcomes. The resourcing of communication will include an operational budget that satisfies meeting targets and outcomes as specified in the Communication Strategic Plan and will include Human Resources considerations such as staffing and training.

Having a clear and consistent Communication Strategy that shapes our internal and external communications will help consolidate our reputation and reinforce our commitment to service and assist us to deliver on our priorities. The Communication Strategic Plan will guide the actions we will take to implement this Strategy and achieve our shared objectives and continue to inform and engage with our community in ways that align with our Values.

ACTIONING KEY STRATEGIES

WE WILL PLAN AND IMPLEMENT A RANGE OF STRATEGIES TO ENSURE THAT WE HAVE THE BASICS IN PLACE ALONGSIDE A CULTURE OF COMMUNICATION THAT DELIVERS OUR PRINCIPLES AND OBJECTIVES.

THE 5-YEAR STRATEGIC PLAN

Integration and engagement

A 5-year Strategic Plan will be delivered to achieve the objectives and principles of the Strategy. The plan will ensure that the resource requirements and integration of communication outcomes into every employee's objectives and activities is targeted. It will also include a range of community engagement initiatives to deliver on agreed metrics.

Communication is everyone's business

The 5-year Strategic Plan will make communication everyone's business throughout the organisation. It will ensure the culture shifts from communication as a secondary activity to communication as an integral part of every task, every project and every opportunity to deliver our principles within and around the communication ecosystem. Empowerment will be the key to this transformative objective.

Digital asset development

The 5-year Strategic Plan will also include digital asset development including redevelopment of Council's website with customer experience central to the organisation of content. The website should encourage interaction and engagement to deliver our aims, principles and objectives whilst being agile and ensuring our customers find it easy to do business. This will involve mapping customer's journeys to ensure all Council information, services and initiatives are accessible and easy to find.

Corporate branding and style guide

The 5-year Strategic Plan will include a review of corporate branding guidelines and the development of a style guide that meets Council's communication objectives with a focus on consistent messaging. A range of designed assets and templates will be delivered to be utilised in communication asset development.

Evaluation of strategic approach

A process will be developed to measure and evaluate the success of the strategic approach with agreed measurement criteria and investment into the tools required to continually monitor, optimise and inform continual improvement.

EVALUATION AND REVIEW

VALIDITY

The Strategy will be reviewed every five (5) years to ensure it continues to reflect the principles and objectives of Council and delivers on the communication needs of the community. It is appropriate that the Strategy is reviewed every five (5) years to respond to:

1. any changes or shifts in Council's priorities or integrated planning objectives;
2. changes in communication delivery methods;
3. changes in the media landscape; and
4. changes within the community that Council services.

REFERENCING

The Strategy guides related policies of Council including but not limited to the Media Policy, the Social Media Policy and Procedures, the Communication Policy and Council's Code of Conduct for Councillors, Code of Conduct for Council Staff, and Code of Conduct for Council Committee Members, Delegates of Council and Council Advisors. Therefore, the review of related policies will be referenced to this Strategy.

DELIVERY

The Strategy will be supported by actions and associated timeframes to be expressed in a Communication Strategic Plan and included within Council's Delivery Program, which enable communication goals to be adjusted to include new ideas, technologies and opportunities for development and delivery of communication internally and externally.

MONITORING

The implementation of this Strategy will be monitored and reported on to the General Manager and Council on an annual basis through the generation of an Annual Media and Communication Report. This Strategy will also form the basis for reporting to Council's Management Executive Team (MANEX) and to Ordinary Meetings of Council on a monthly basis on media and communication.

SURVEYS

The Strategy will also be monitored in line with Council's bi-annual community satisfaction survey and improved index score results of the performance measure of informing our community. Specific market research may also be undertaken as part of reviewing and developing various future elements of this Strategy. The Strategy will also be monitored in line with Council's staff satisfaction surveys to measure improvements in staff and workplace relationships and the role of communication in satisfactory outcomes.
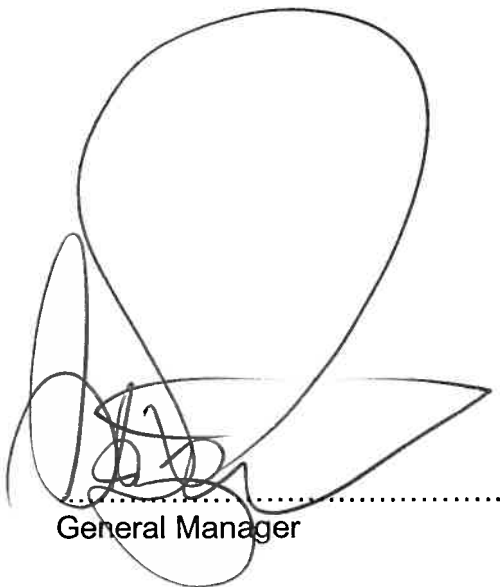
We will ensure that measurement is defined with a 'bottom-up' approach. This will ensure that all reporting requirements are met, and measures of success are aligned to the Strategy and the Communication Strategic Plan.

GLEN INNES SEVERN COUNCIL
Communication Strategy

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General Manager

6/1/21
Date

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	Date: 17/12/20	December 2025	Media and Communication Officer
Related Documents:			