N O T I C E   O F   M E E T I N G

C O M M U N I C A T I O N S   C O M M I T T E E   M E E T I N G

A Communications Committee Meeting of Byron Shire Council will be held as follows:

Venue   **Conference Room, Station Street, Mullumbimby**

Date   **Wednesday, 17 February 2016**

Time   **4.00pm**

Shannon Mckelvey

Exexcutive Manager Oragnisation Development

CONFLICT OF INTERESTS

What is a "Conflict of Interests" - A conflict of interests can be of two types:

Pecuniary - an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

Non-pecuniary – a private or personal interest that a Council official has that does not amount to a pecuniary interest as defined in the Local Government Act (eg. A friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

Remoteness – a person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to a matter or if the interest is of a kind specified in Section 448 of the Local Government Act.

Who has a Pecuniary Interest? - a person has a pecuniary interest in a matter if the pecuniary interest is the interest of the person, or another person with whom the person is associated (see below).

Relatives, Partners - a person is taken to have a pecuniary interest in a matter if:

- The person's spouse or de facto partner or a relative of the person has a pecuniary interest in the matter, or
- The person, or a nominee, partners or employer of the person, is a member of a company or other body that has a pecuniary interest in the matter.

N.B. "Relative", in relation to a person means any of the following:

(a) the parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descends or adopted child of the person or of the person's spouse;

(b) the spouse or de facto partners of the person or of a person referred to in paragraph (a)

No Interest in the Matter - however, a person is not taken to have a pecuniary interest in a matter:

- If the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative or company or other body, or
- Just because the person is a member of, or is employed by, the Council.
- Just because the person is a member of, or a delegate of the Council to, a company or other body that has a pecuniary interest in the matter provided that the person has no beneficial interest in any shares of the company or body.

Disclosure and participation in meetings

- A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
    - (a) at any time during which the matter is being considered or discussed by the Council or Committee, or
    - (b) at any time during which the Council or Committee is voting on any question in relation to the matter.

No Knowledge - a person does not breach this Clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

Participation in Meetings Despite Pecuniary Interest (S 452 Act)

A Councillor is not prevented from taking part in the consideration or discussion of, or from voting on, any of the matters/questions detailed in Section 452 of the Local Government Act.

Non-pecuniary Interests - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, Councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. Participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. Relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in S451 of the Local Government Act apply (particularly if you have a significant non-pecuniary interest)

RECORDING OF VOTING ON PLANNING MATTERS

Clause 375A of the Local Government Act 1993 – Recording of voting on planning matters

(1) In this section, **planning decision** means a decision made in the exercise of a function of a council under the Environmental Planning and Assessment Act 1979:
    (a) including a decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but
    (b) not including the making of an order under Division 2A of Part 6 of that Act.

(2) The general manager is required to keep a register containing, for each planning decision made at a meeting of the council or a council committee, the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

(3) For the purpose of maintaining the register, a division is required to be called whenever a motion for a planning decision is put at a meeting of the council or a council committee.

(4) Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document, and is to include the information required by the regulations.

(5) This section extends to a meeting that is closed to the public.

BYRON SHIRE COUNCIL
COMMUNICATIONS COMMITTEE MEETING

BUSINESS OF MEETING

1. APOLOGIES

2. DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

3. ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

3.1 Communications Committee Meeting held on 25 June 2015

4. BUSINESS ARISING FROM PREVIOUS MINUTES

5. STAFF REPORTS

Organisation Development

STAFF REPORTS - ORGANISATION DEVELOPMENT

Report No. 5.1   **Name Day Policy**
Directorate: Organisation Development
Report Author: Donna Johnston, Media Communications Officer
File No: I2016/48
Theme: Corporate Management
                         Organisation Development

Summary:

<<Type text here>>

RECOMMENDATION:

That the Communications Committee recommends to Council that it resolve:

1. **That the Draft Naming Days in Recognition of Outstanding Contribution Policy be placed on public exhibition for 28 days.**

2. **If no submissions are received, that the Naming Days in Recognition of Outstanding Contribution Policy is adopted.**

Attachments:

1   Draft - Policy - Naming Days in Recognition of Outstanding Contribution, E2016/1418 , page 6

Report

At the 8 October 2014 Council resolved:

5   Council Meeting, Council resolved:

Res 15-530

1.   That Council, in recognition of his achievement of winning the World Adaptive Surfing Championship and for being an inspiration for all with physical challenges and for those who
10   *love the ocean, declares 2 October, Mark "Mono" Stewart Day in Byron Shire.*

2.   That the Communications Committee consider a protocol around the concept of naming days in the Shire.

15   The day came about as a result of the outstanding contribution Mark Stewart made in regard to world surfing. At the time, there was no protocol or policy that allowed these types of proposals to be endorsed and recognised by Council.

As a result of the resolution (as per below), the attached Policy has been developed to provide a
20   process to help guide the community and Council with potential additional 'days'. The policy includes a requirement that the person be nominated by three local residents and also has a clause that allows Council to expedite the process and immediately resolve to endorse the naming day, should time be a factor.

25   The Policy is consistent with Council's *Naming of Public Place and Community Facilities Policy*.

Financial Implications

30   None

Statutory and Policy Compliance Implications

None
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BYRON SHIRE COUNCIL

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NAMING DAYS
IN RECOGNITION OF
OUTSTANDING CONTRIBUTIONS

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Date Adopted by Council		Resolution No.	
Policy Responsibility	Organisation Development		
Review Timeframe	3 Years		
Last Review Date:		Next Scheduled Review Date	February 2019

5   *Document History*

Doc No.	Date Amended	Details Comments eg Resolution No.
#E2016/1418	First draft	New Policy as per Council resolution 15-531

Further Document Information and Relationships

Related Legislation*	The Geographical Names Act 1966
Related Policies	Byron Shire Policy 11/004 – Naming of Public Places and Community Facilities
	Byron Shire Policy 07/102 – Tourist, Street Name, Community Facility and Service Signs
Related Procedures/ Protocols, Statements, documents	

Note: Any reference to Legislation will be updated in the Policy as required. See website
http://www.legislation.nsw.gov.au/ for current Acts, Regulations and Environmental Planning Instruments.

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Policy No. ??

POLICY TITLE	NAMING DAYS THAT BYRON SHIRE WILL CELEBRATE IN RECOGNITION OF OUTSTANDING CONTRIBUTIONS

1. OBJECTIVES

1.1. To provide clear guidelines for the naming of days in Byron Shire Council in recognition of outstanding contribution to the Shire, by a resident of the Shire.

2. POLICY STATEMENT

2.1. The policy seeks to ensure community input into the naming of 'days' in the Shire.

2.2. The naming of days for Byron Shire can be used as a way to recognise and celebrate outstanding achievement in the local community.

3. SUSTAINABILITY

3.1. This policy acknowledges and supports the importance of recognising and celebrating outstanding achievement as a means to foster pride and sense of community in our Shire and to grow volunteerism and altruism for the long term benefit of our communities.

4. DEFINITIONS

4.1. Day means any day of the calendar year.

4.2. 'Contribution' in this policy refers to an outstanding benefit to the local community by either individuals or groups. It can include for example acts of bravery, volunteerism, community services or exceptional accomplishment.

5. NAMING OF DAYS THAT BYRON SHIRE WILL CELEBRATE

5.1. Criteria

Proposal to name days for Byron Shire to celebrate in honour of a person or persons who may be living or deceased will be assessed against:

a)   Extent of voluntary contribution to the community that stands out from others who may have also made a valuable contribution;

b)   Extent of contribution over and above what might be reasonably expected through paid employment;

c)   Extent of demonstrated achievement at a high or inspirational level;

d)   Whether a significant link can be made between the person or persons and a particular event or location within the Shire.

e)   Abiding by applicable cultural protocols in consultation with appropriate Indigenous stakeholders.

f)   The appropriateness of the day proposed.

5.2. Process

Days can be named as a one off recognition in any given year or named as an annual recognition subject to change only by further Council resolution.

The following guidelines will be followed in determining to name a day after an individual or group:

a) A proposal to name a day for Byron Shire to celebrate may be made via written submission Council.

b) The proposal will be supported and signed by three local residents who can verify information submitted.

c) The proposal will be assessed by Council staff against the above criteria to assess the suitability of the name.

d) Council staff will engage with appropriate Indigenous stakeholders to obtain their endorsement of the proposal, if required.

e) The proposed named day/s will be reported to a Council meeting for endorsement.

f) The proposal will be placed on Public Exhibition for a period of 28 days for public comment.

g) Public comments will be collated and a final report and recommendation prepared for consideration at a formal meeting of Council for the adoption or otherwise of the name.

h) If required to expedite a naming day, Council may at its discretion resolve to immediately endorse the naming day without a public exhibition period.

Council may call for suggestions from the community with regard to the naming of days that Byron Shire can celebrate should it so decide.

Council will maintain and publish a Register of Named Days and will promote Named Days on its website and, subject to funding and availability of resources, through other forms of e-communication (such as e-news) and events, for example information displayed at Council premises or at stalls at markets etc.

5.3. Community Consultation

A proposal to name a day will be placed on public exhibition for a period of 28 days for public comment.

If no public comment is received, Council will proceed to name the day.

If public comments are received, they will be collated and a final report and recommendation prepared for consideration at a formal meeting of Council for the adoption or otherwise of the name

6. EXAMPLES OF NAMED DAYS

Name	Day	Celebrating
Mark "Mono" Stewart Day	2 October each year	Mark "Mono" Stewart's achievement of winning the World Adaptive Surfing Championships in 2015 and being an inspiration for all with physical challenges and for those who love the ocean.

Report No. 5.2	**DRAFT Communications Strategy**
Directorate:	Organisation Development
Report Author:	Donna Johnston, Media Communications Officer
File No:	I2016/61
Theme:	Corporate Management
	Organisation Development

Summary: **An internal working document to help guide Council communications for the next three years has been prepared for the review of the Communications Committee.**

RECOMMENDATION:

That the Communications Committee notes the Communication Strategy.

Attachments:

1   Communication Strategy 2015-2018 V3, E2015/59881 , page 17

Report

The Communication Strategy is an internal document and aims to provide a framework and identify actions for improvements to external and internal communications for Byron Shire Council.

The document is underpinned by the following three policies:

- Byron Shire Council Communication Policy (#E2013/77794)

- Byron Shire Council Social Media Policy (#E2013/77680)

- Byron Shire Council Engagement Policy (#E2015/13070)

It supports the overall *Byron Shire Council Community Strategic Plan 2022* and is guided by the *Byron Shire Council Community Satisfaction Survey 2013.*

The strategy focuses on 'how' we communicate and builds on the following observations:

- Byron Shire Council needs to continue to positively raise its image. Many achievements are accomplished across the organisation, but these need to be communicated more effectively to stakeholders.

- Media protocol is well respected within the organisation.

- There are strong relationships established with local media organisations.

- Byron Shire Council web site has been refreshed within the last two years; however, it continues to lack many services to allow more interactivity for local residents, ratepayers and business.

- Council must embrace emerging digital technologies as valuable communication tools due to increasing access and uptake of online digital content.

Key components of the document include:

Aim   To create a framework which promotes Byron Shire Council as a forward thinking, progressive and community focussed organisation via a wide range of communication channels.

Responsibility   This strategy is a whole of Council initiative and is owned and will be implemented across all divisions.

Objectives   1.   Reaffirm and communicate Council's achievements, services and identity.

2.   Improve Council's relationship with the community and encourage community involvement.

3.   Embrace digital technologies to increase community access and broaden engagement.

4. Provide access to information that is inclusive.

5. Deliver effective internal communication.

The strategy includes a mid-term review to allow for the internal working document to be refreshed and capture new issues, initiatives and or technologies.

The Communications Strategy has been endorsed by the Executive Team and implementation has commenced. The Communications Strategy is presented to the Communications Committee for its information.

Financial Implications

Ni for the Strategy but actions including in it may have financial implications which will be funded either from within existing budgets or if additional funding is required, it will be proposed as part of the annual budget development and adoption process.

Statutory and Policy Compliance Implications

None

INFORMATION ABOUT THIS DOCUMENT

(INTERNAL USE ONLY)

5

Endorsed by Byron Shire Council Executive team: **XX**

Noted by Communications Advisory Committee   **XX**

Document responsibility: **Organisation Development**

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Review Timeframe: mid term June 2017
                            End Dec 2018

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Document History

Doc No.	Date Amended	Details Comments eg Resolution No.
#E2015/59811		**New**

20   **Supporting documents and/or policies:**

- Byron Shire Council Communication Policy (#E2013/77794)

- Byron Shire Council Social Media Policy (#E2013/77680)

- Byron Shire Council Engagement Policy (#E2015/13070)

- Byron Shire Council Community Strategic Plan 2022

25   (http://www.byron.nsw.gov.au/integrated-planning-documents-2015-2016)

- Byron Shire Council Community Satisfaction Survey 2013

    (http://www.byron.nsw.gov.au/publications/community-satisfaction-survey-2013)

- Byron Shire Council Information Services Strategy 2015-2019 (E2015/5885)

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The Communications Strategy is an internal document and aims to provide a framework for improvements to external and internal communications for Byron Shire Council. The strategy focuses on 'how' we communicate and builds on the following key observations:

- Byron Shire Council needs to continue to positively raise its image. Many achievements are accomplished across the organisation, but these need to be communicated more effectively to stakeholders.

- Media protocol is well respected within the organisation.

- There are strong relationships established with local media organisations.

- Byron Shire Council web site has been refreshed within the last two years; however, it continues to lack many services to allow more interactivity for local residents, ratepayers and business.

- Council must embrace emerging digital technologies as valuable communication tools due to increasing access and uptake of online digital content.

Aim   To create a framework which promotes Byron Shire Council as a forward thinking, progressive and community focussed organisation via a wide range of communication channels.

Why communicate?   Effective communication with our community can provide the following:-

- Assists in building a positive reputation

- Strengthens and bonds relationships with stakeholders

- Generates community support and involvement

- Improves customer satisfaction levels

- Provides a platform of strength from which to manage crisis

- Attracts business and residents to the area

- Improves staff morale and job satisfaction

Responsibility   This strategy is a whole of Council initiative and is owned and implemented across all divisions.

Research   This document is in support of the Byron Shire Council Communication Satisfaction Survey (Nov 2013); summary findings from this survey can be found at Annexure 1.

Internal environment   Internally, Byron Shire Council has about 270 employees and managers, many of who are long term employees of the organisation. Council's employees provide a valuable accumulation of organisational and local knowledge.

Offices of the Byron Shire Council are located in two primary locations of Mullumbimby (planning, certification, administration, regulatory) and Byron Bay (works depot, water and sewage), plus has satellite services including child care service, waste and recycling, water and sewage.

Council has 1 Media Communications Officer in the Organisation Development team, who provides communication support services to all Directorates

Responsibility for the website is with the Information Technology team in Corporate Management and Community Services Directorate and is resourced by 1 part time Web Officer (2 days per week).

Council has recently resourced a Customer Service Coordinator who provides customer service support services across all functions and who will be responsible for developing Customer Service Strategy, a foundation for which will been actions to improve internal as well as external communication.

The need to improve internal as well as external communication has been a common theme across the last 2 Staff Surveys.

External environment Byron Shire has about 32,000 residents and is located in New South Wales on Australia's most easterly point. According to the Australian Bureau of Statistics 2011 Census, the following is known about our residents:
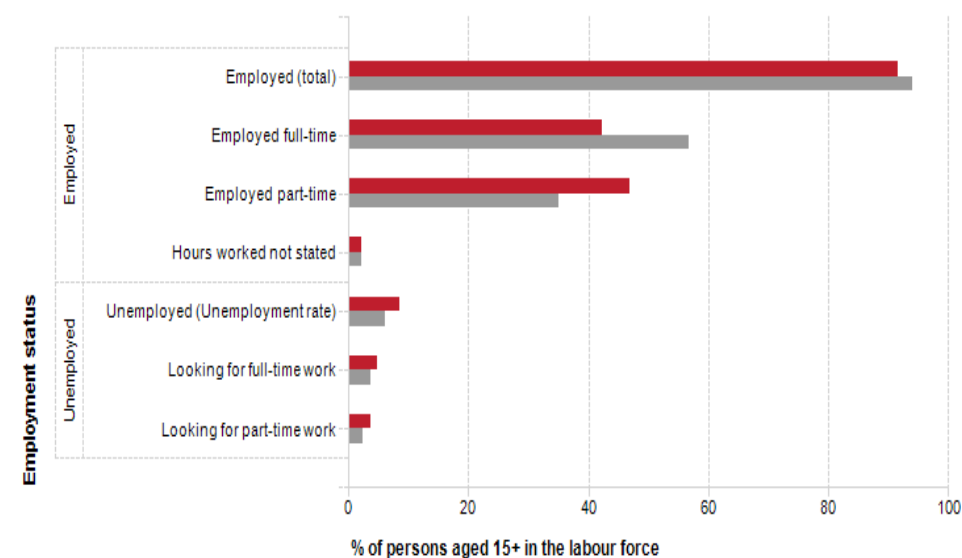
Employment

The size of Byron Shire's labour force in 2011 was 13,796, of which 6,479 were employed part-time and 5,830 were full time workers. Overall, 91.5% of the labour force was employed (53.0% of the population aged 15+), and 8.5% unemployed (4.9% of the population aged 15+), compared with 93.9% and 6.1% respectively for Regional NSW.

Employment status, 2011

What do we speak?

Overall, 88.3% of the population spoke English only, and 6.3% spoke a non-English language, compared with 90.4% and 5.1% respectively for Regional NSW. The dominant language spoken at home, other than English, in Byron Shire was German, with 1.1% of the population, or 325 people speaking this language at home.
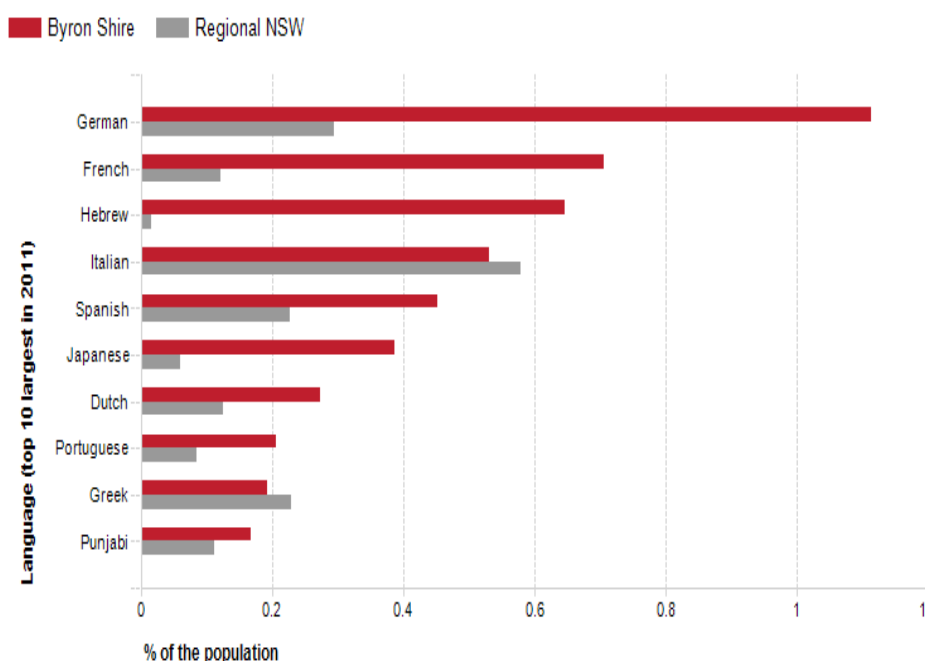

Language spoken at home, 2011

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

Internet connection

Analysis of the type of internet connection of households in Byron Shire compared to Regional NSW shows that there was a lower proportion of households with either no internet connection or a dial up connection, and a higher proportion of households with broadband connectivity.

Overall 19.4% of households had no internet connection or a dial up connection, and 66.3% had broadband connectivity, compared with 28.4% and 61.3% respectively in Regional NSW.

Between 2006 and 2011 the number of households with an internet connection increased by 1,845.

The largest changes in the internet connectivity in Byron Shire, between 2006 and 2011 were:
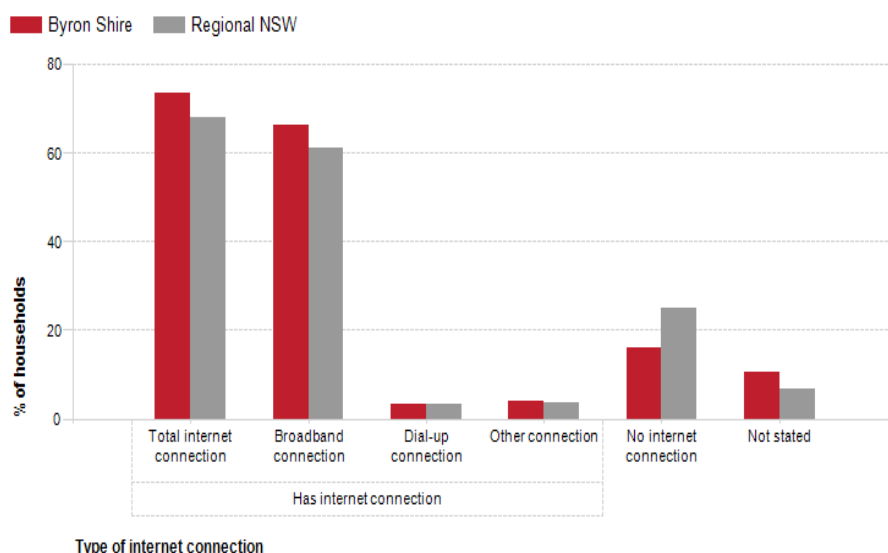
- Broadband connection (+3,897 households)

- Dial-up connection (-2,489 households)

- Total internet connection (+1,845 households)

In 2015, some NBN fixed wireless broadband services have become available to some areas in the Shire.

Type of internet connection, 2011

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.

1. Strategic alignment

Byron Shire Council

Vision   *Working for a better future*

Our Council Values   We lead with enthusiasm and purpose
                            We are open, honest and respectful
                            We foster wellbeing and creativity
                            We achieve our goals and succeed together

Communication

Vision   An open and responsive organisation that values:

1.   Two-way communication as a means of understanding and meeting the needs of our diverse community.

2.   The sharing of information and key decisions, internally as well as externally, to foster engagement and partnerships.

3.   Recognising customer feedback, including complaints, as a valuable source of information for identifying opportunities for improving communication and services.

BYRON SHIRE COUNCIL

STAFF REPORTS - ORGANISATION DEVELOPMENT

5.2 - ATTACHMENT 1

Agenda

17 February 2016

page 25

Communication Policy objectives

Council's Communication Policy supports this strategy and was adopted on 21 November 2013. The Policy aims to provide a framework for staff and Councillors to:

1. Inform the community of key Council decisions, services, programs and initiatives.

2. Promote transparency and accountability of Council's decision making processes.

3. Ensure that communication is consistent, accurate, timely and professional.

4. Improve communication with customers and enhance Council's public image.

5. Ensure communication with the media is proactive, effective, consistent, well-informed, timely, professional and appropriate.

6. Clearly indicate Council's authorised media spokespersons.

7. Limit the possibility of miscommunication.

8. Actively support partnerships and opportunities that generate two-way community engagement.

A copy of the policy can be found at
http://www.byron.nsw.gov.au/files/publications/communications_policy_13-013.pdf

Community Strategic Plan 2022

The Communications Strategy strives to underpin the goal and strategies of the Community Strategic Plan 2022. Within the Community Strategic Plan 2022 (endorsed 28 June 2012), Council's long term strategies identified the following goal and supporting strategies:

Community Outcome CM2:   Informed and engaged community

CM2.1 Use a range of effective communication tools to engage the community to support transparent and accountable Council decision making.

CM2.2 Provide education, engagement and feedback initiatives for meaningful community participation.

Community Strategic Plan measures

a   Increase customer satisfaction with Council services measured by regular community and business surveys.

b   Maintain or increase community participation in Council committees and other formal engagement forums.

c   Increase information available through online avenues.

d   Increase community subscription to online communication forums.

**Delivery Program
2013-2017**   The Communications Strategy supports delivery of a number of Actions in the
                             Delivery Program including Action No:

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13.   Embrace digital technologies to increase community access and broaden
engagement.

14.   Build the capacity of Council to tailor engagement strategies to individual
projects and initiatives.

15.   Develop, encourage and support community participation in volunteering in
Council programs and projects.

10

17.   Develop partnerships with key stakeholders.

20.   Facilitate Community's understanding of Council's regulatory and compliance
obligations.

23.   Ensure Council's information systems are efficient, effective, resilient and
accessible.

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52.   Increase the Community's engagement with the development and
implementation of Council's 10 year works program and Asset Management
Plan.

Balanced Scorecard   For the last 2 years a Critical Success Factor adopted by Council in its Balanced
                               Scorecard has been to demonstrate our commitment to our Community through our

20   actions including by:

- Engaging;
- Listening
- Providing feedback
- Involving in decision making

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- Informing; and
- Delivering services and outcomes.

2.   Communication principles

30   1.   Our communication is planned and pro-active.

2.   Our messages are respectful, clear, concise and easy to understand.

3.   We maximise communication effectiveness by using the most appropriate communication
channel to support access and inclusiveness.

4.   Our internal communications are open, respectful and engender trust amongst employees and
35   Councillors.

5.   We evaluate the effectiveness of our internal and external communications on an ongoing basis.

3.   Stakeholders

Our community consists of many different stakeholder groups, all of who have different communication needs and expectations.

Stakeholders	Internal	External
	Staff	Ratepayers
	Executive Team	Residents
	Advisory Committees	Young people
	Councillors	Commercial businesses
		Business organisations (eg Chambers)
		Community organisations/groups
		Regulatory authorities
		Local and national media
		Visitors
		Neighbouring LGAs
		State Government
		Federal Government

4.   Objectives, strategies and action plan

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The Communication Strategy has five overarching objectives.

Objectives

1. **Reaffirm and communicate Council's achievements, services and identity.**

2. **Improve Council's relationship with the community and encourage community involvement.**

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3. **Embrace digital technologies to increase community access and broaden engagement.**

4. **Provide access to information that is inclusive.**

5. **Deliver effective internal communication.**

15

On the following pages, strategies, actions and supporting tasks are detailed and allocated to relevant divisions.

Legend:

	All	Whole of Council responsibility
	CCS	Corporate and Community Services
20	IT	Information Technology (department of CCS)
	SEE	Sustainable Environment and Economy
	IS	Infrastructure Services
	OD	Organisation Development
	MCO	Media Communications Officer (within OD)

1. **Reaffirm and communicate Council's achievements, services and identity.**

Every achievement starts with a decision to TRY!

In order to reaffirm and communicate Council's achievements, Council will employ the following strategies:

1. Implement a consistent look to Council's information and communication material, activities, services and products.

5

2. Promote a positive image of the Byron Shire Council and ensure the community is well informed of Council's role and services.

3. Create greater awareness of activities and projects Council is undertaking.

4. Maintain a positive community profile through effective and proactive media management.

1. Reaffirm and communicate Council's achievements, services and identity.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibility**
1.1 Implement a consistent look to Council's information and communication material, activities, services and products.	Continue to implement graphics Style Guides as they arise for Council and key Council business units.	Identify standards for presentation of visual and written information. Unite all operations under one brand and sub-brand where appropriate. Reduce internal colour photocopying costs.	1 to 3	MCO and relevant directorate
	Standardise electronic correspondence.	Continue to implement email signatures and electronic newsletters correspondence which compliments Council's brand (fonts, background and sign-off) and meets set standards for written communication.	1	All
	Standardise written correspondence.	Review and update Authority correspondence templates to make them accurate, appropriate and easy to read.	1	IT and Authority Champions
		Update Communications Style Guide.	1	MCO + OD
		Managers to identify plain English writing skills gaps in their teams and include in	2	All

1. Reaffirm and communicate Council's achievements, services and identity.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibility**
		training plans and works plans.		
	Staff engaging external graphic design services to ensure the provider is informed of existing style guides.	Ensure consistency in pricing, service standards and visual standards. Utilise skills of experts in their field while keeping up to date with market trends.	1 to 3	All
	Educate key staff and suppliers on Council and Council business brands.	Identify and empower 'brand champions' within each Directorate to ensure consistent use of Council's logo and brand.	2	MCO & Brand Ambassadors
	Deliver Council branding on key vehicles.	Identify cars, budgets and ensure branding guidelines are utilised	1 to 2	IS
	Produce Residents' Guide on Council services and facilities.	Promote better understanding and improved use of Council services and facilities.	2	MCO & CSC
	Develop and update Directorate service brochures as required.	Make available to residents at all service points and ensure online digital content is updated.	1 to 3	All
1.2 Promote a positive image of the Byron Shire Council and ensure the community is well informed of Council's role and services.	Host and participate in community events.	Engage the community, celebrate diversity and community achievement, bring local people together, generate networking opportunities and create partnerships (eg. Australia Day, Seniors Week, Youth Week and NAIDOC).	1 to 3	All
	Host corporate and civic events.	Initiate, promote and facilitate activities which benefit the Byron Shire community or the Council as an organisation eg. Citizenship ceremonies.	1to 3	All

1. Reaffirm and communicate Council's achievements, services and identity.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibility**
	Develop targeted external e-newsletters.	Deliver information on Council projects, programs and community happenings direct to ratepayer and residents.	1 to 3	MCO & All
	Design signage for facilities upgrade works.	Display signage that details work and timeframes.	1	IS and Facilities Manager
	Develop a signage style guide.	Provide a consistent look for key signage including key infrastructure and tourism trials.	2	IS, SEE and MCO
	Increase Council presence at community events, initiatives, development group meetings and other happenings.	Increase knowledge of community issues and initiatives while strengthening local and cross- community ties. Show support for local events, and to encourage one-on-one feedback.	1 to 3	All
	Develop and support community volunteering projects for council services eg Byron Greeters and Beautify Byron	Host a minimum of three opportunities each year.	1 to 3	SEE & IS
1.3 Create greater awareness of activities and projects Council is undertaking	Maintain a regular radio presence through structured advertising on key Council events (eg New Year's Eve) and interviews on Mayor's regular BayFM show.	Deliver information on Council projects, programs and community happenings in a timely manner.	1 to 3	MCO with input from directors and managers.
	Maintain a regular presence in print media through structured	Deliver information on Council projects, programs and community happenings in a timely manner. To be	1 to 3	CCS with input from all departments

1. Reaffirm and communicate Council's achievements, services and identity.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibility**
	advertising.	carried out to an agreed minimum standard and subject to budget as per Public Notice advertising arrangements.		
	Maintain, update and expand information available on Council's website	Deliver information on Council projects, programs and community happenings in a timely manner. Ensure information is easily accessible, clear and concise.	Ongoing	All
	Implement communication and engagement campaigns for Council's key priorities and projects	Create greater awareness of Council services and encourage a higher level of community participation in certain projects, events or programs.

Key projects to have completed an engagement/communication template detailing objectives, message and outcomes. | 1 to 3

1 to 3 | All |
| | Formalise internal media guidelines and process. | Set standards for liaising with media. Nominate Council spokespeople.

Review media delegations. | 2

1 | MCO

MCO + All |
| **1.4 Maintain a positive community profile through effective and proactive media management.** | Maintain a regular radio presence through structured interviews. | Deliver information on Council projects, programs and community happenings in a timely manner. | Ongoing | All |
| | Provide timely media updates and information. | Focus on developing a high level of trust with the media to assist with managing crisis communication.

Brief media on key projects and initiatives.

Respond within 24 hours where possible to media | Ongoing | MCO + All |

1. Reaffirm and communicate Council's achievements, services and identity.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibility**
		requests. Minimum 2 media releases to be issued per week.		
	Provide media training for nominated spokespeople and key staff.	Managers to identify skills gaps within their teams and identify media training for key staff training plans.	2	All

2. **Improve Council's relationship with the community and encourage community involvement.**

Tell me and I forget
Teach me and I remember
Involve me and I learn

Benjamin Franklin

In order to improve Council's relationship with the community and encourage community involvement, Council will employ the following strategies:

5

1. Review community engagement to assist in the provision of proactive, planned, coordinated communications.

2. Obtain community commitment to the implementation of projects through use of committees and / or structured consultation.

3. Seek feedback regarding services.

2. Improve relationship with the community and encourage community involvement.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibility**
2.1 Review community engagement to assist in the provision of proactive, planned, coordinated communication.	Ensure a consistent organisational wide engagement approach that provides surety and consistency for the community.	Develop Community Engagement Framework based on the Council Engagement Policy. Develop an Engagement and Communication template that recognises the differing needs of stakeholders. Develop an engagement calendar that captures upcoming programs.	1 1 2	MCO
	Support staff in the engagement of key projects, issues and or activities.	Develop Engagement Toolkit.	1	MCO
2.2 Obtain community commitment to the implementation of projects through use of committees and / or structured consultation.	Facilitate direct community involvement and improve knowledge on Council initiatives.	Develop special interest stakeholder groups, advisory committees or project reference groups as required. Consider use of Citizens juries where appropriate.	1 to 3	ALL
2.3 Seek feedback regarding services	Conduct external benchmarking survey	Assess community satisfaction with Council, and identify areas for improvement.	1 + 3	MCO

3. Embrace digital technologies to increase community access and broaden engagement.

Sharing is good, and with digital technology, sharing is easy.
Richard Stallman
(founder of the Free Software movement)

In order to build an online community and improve availability of digital information, Council will employ the following strategies:

1. Develop framework of moderation tools and procedures

2. Deliver a website which is relevant, current and a frontline information source.

3. Develop an online community engagement platform that is available on an ongoing basis

3. Embrace digital technologies to increase community access and broaden engagement.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
3.1 Deliver a website which is relevant, current and a frontline information source.	Improve the current website layout and functionality to ensure Council's website is a primary source of information for residents, ratepayers and tourists.	Improve the BSC website focusing on a user centred approach that is accessible and designed to Web Content Accessibility Guidelines 2.0	2	IT
		Web pages to be allocated to a Council officer and an automated update prompter to be instigated.	1	IT+ All
		Review links to documents, internal web pages and third party links on BSC website to ensure they are current.	1	IT + All
	Improve client orientated services to allow the community to 'do business' with council through capacity to upload plans, application, apply for permits online, pay for services or provide feedback.	Online Development Applications processing.	1	SEE + IT
		Applications for permits eg busking, resident parking scheme, pay parking.	1-3	SEE + IT
		Promote rates email notifications.	1-3	CCS + MCO
		Review customer request/feedback page.	1	IT + MCO
		Improved visual mapping for key projects.	2	IT
		Investigate online task		

3. Embrace digital technologies to increase community access and broaden engagement.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
		completion feedback form to measure ease of online access.	2	IT
	Develop a BSC homepage interactive element to help build readership.	Investigate option of home page quick polling within current website CMS	1	IT + MCO
	Utilise third party applications for improved visual web displays.	Develop Google map viewing for bush regeneration sites, Council parks, sport fields, surf patrolled beaches, community halls and libraries.	2 to 3	IT + MCO
		Investigate usage of Reflect for provision of road work update.	1	IT + IS
	Ensure BSC website is smart phone and tablet user friendly.	Adopt responsive web design to support search engine results.	1	IT
	Promote use of Council's website as a key source of information.	Ensure informational and promotional material features a current link back to Byron Shire Council web.	1 to 3	All
	Develop a website for standalone business units that generate income.	Secure funding and design a website for the Cavanbah Centre.	2	IS
		Integrate pay parking online exemption applications and 'how to' information to Byron Shire Council web.	1	IS + IT
3.2 Develop an online community engagement platform that is available on an	Create opportunities for stakeholders to be engaged and provide feedback on Council services, online 24 hours a day.	Provide Bang the Table training for key staff. Conduct at least 4 on-line engagement programs to be conducted.	1	MCO + All

3. Embrace digital technologies to increase community access and broaden engagement.				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
ongoing basis.	Create deliberative on-line panels for key projects.	Develop private swimming pool engagement strategy via a deliberative on-line panel and report effectiveness.	1	SEE + MCO
	Source a program to backup social media commentary/input.	Investigate available options that meet records management requirements.	1	IT
3.3 Seek new and grow existing social media platforms to cross promote key council services, achievements and engagement.	Develop a social media framework.	Identify new and collate existing social media platforms and determine: • Overarching vision and direction • Communication architecture (such as structures of human resources and delivery models). • Stakeholder and audience maps. • Monitoring of outcomes.	2 1	MCO OD
	Build relationships with local third party social media groups.	Develop local social media contact list.	1 to 3	MCO

4. **Provide access to information that is inclusive.**

Access leads to opportunity and allows everyone a seat at the table.

In order to build an online community and improve availability of digital information, Council will employ the following strategies:

1. Increase access to information.

5

2. Ensure new BSC webs meets the Australian Government endorsed the Web Content Accessibility Guidelines (WCAG)

3. Offer alternative ways for stakeholders to connect with Council on key engagement initiatives.

4. Provide access to information that is inclusive				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
C4.1 Increase access to information.	Educate staff on effective communication for people with a disability.	Include within customer service plans and training. In conjunction with Access Committee, develop an internal help-sheet for staff who are communicating with people.	1 2	CSS + OD CSS + MCO
	Update Communication Style Guide.	Documents to use bold colours with strong contrast – restrict use of pastels.	1	MCO
	Ensure online content can be increased in font size.	Availability on web pages for widget to increase font size.	1	IT
	Implement post Ordinary Council meetings webcasting.	Include uptake within Communication Reports.	1	CCS + MCO
	Increase visual recording of key engagement activities.	Video recordings to be uploaded to social media platforms and include a transcript where possible.	1 to 3	All

4. Provide access to information that is inclusive				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
	Seek alternative methods to traditional newspaper advertising.	Investigate print or online publishing of Public Notice advertising that meets NSW local government requirements.	1	MCO
	Hold several Ordinary Council meetings in outlying areas of the Byron Shire.	Trial meeting and report to Council on outcomes.	1	CSS
	Develop new resident online and print welcome pack.	Distribute via web, community access points and real estate agents.	2	MCO + SEE
4.2 Ensure new BSC webs meets the Australian Government endorsed the Web Content Accessibility Guidelines (WCAG).	Deliver a new BSC website in 2017.	Determine Principles of Accessible Design in conjunction with Council's Access Committee.

Secure funding | 1

2 | IT

CCS |

5.   Deliver effective internal communication.

Hear me, hear you!

In order to deliver effective internal communication, Council will employ the following strategies:

1.   Deliver frequent information to staff regarding Council news, activities, services and functions.

5   2.   Encourage positive staff to staff communication.

3.   Support Managers, Directors and key staff in developing communication skills.

4.   Support business continuity in times of crisis.

| 5. Deliver effective internal communication				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
5.1 Deliver frequent information to staff regarding Council news, activities, services and functions.	Produce and distribute staff newsletter.	Bi-monthly bulletin to keep staff up to date with information on the organisation, training opportunities, staff achievements, profiles, departmental happenings and priority projects. Encourage staff to tell 'good stories' about themselves, achievements and new ways of learning. Survey effectiveness and content of staff newsletter.	1 to 3 1 to 3 2	OD + All
	Develop intranet site.	Internal web system that all staff can log into for updates, staff profiles, contact information etc. Easily updatable version of newsletter. Incorporate for sale notice board for staff use, leave totals, pay slips etc.	2	IT
	Seek alternative ways for sharing information.	Source and implement an online interactive communication platform to share informal ideas or replace meetings.	2	OD + IT

5. Deliver effective internal communication				
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
	Utilise Councillor bulletin.	Support weekly e-news bulletins to Councillors with up-to- date information regarding operational activities, events, updates, changes, media releases and rollout of Council decisions.	1 to 3	CSS
	Ensure all staff are able to hear about their workplace before they read it in the newspaper.	Critical Projects Update and ET minutes sent to all staff. Ensure media release are sent internally first. Source media response input from relevant officers. Provide media release to outdoor crews via staff notice boards.	1 to 3	All + MCO
	Media monitoring	Monthly reporting of media coverage and social media outcomes.	1 to 3	MCO
5.2 Celebrate staff achievements and encourage an environment of teamwork and respect.	Hold quarterly staff meetings and social events.	Encourage staff interaction and build a strong team dynamic. Provide avenue for exchange of information.	1 to 3	OD
	Conduct staff recognition program and years of service awards.	Recognise staff that have gone above and beyond their role, contributed significantly to the community or helped fellow staff. Recognise staff for years of service.	1 to 3	OD

5.	Deliver effective internal communication			
Strategy	**Action**	**Task/Measurement**	**Year**	**Responsibilities**
	Conduct bi-annual staff satisfaction survey.	Gauge employee satisfaction and identify areas for organisational improvement with internal communication.	2	OD
5.3 Support Managers, Directors and key staff in developing communication skills.	Deliver effective manager training programs.	Facilitate communication learning opportunities eg Great Managers program.	1 to 2	OD
5.4 Support business continuity in times of crisis.	Ensure key information is distributed to stakeholders.	Develop business continuity crisis communication framework. Participate in crisis drills.	1 to 3	CSS + IS + OD

Annexure 1.   Research – Customer Satisfaction Survey

Introduction

5   Byron Shire Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- To assess and establish the community's priorities and satisfaction in relation to Council activities, services and facilities

10

- To identify the community's overall level of satisfaction with Council's performance

To facilitate this, Micromex Research was contracted to develop a survey template
15   that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire   Micromex Research, together with Byron Shire Council, developed the questionnaire.

Data collection   The survey was conducted during the period 12 to 16 October 2013 from 4:30pm to 8:30pm, Monday to Friday and from 10am to 4pm Saturday.

20   **Sample selection and error**   The sample consisted of a total of 400 Byron Shire residents. The selection of respondents was by means of a computer based random selection process using the electronic White Pages.

25   A sample size of 400 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. The sample was weighted by age to reflect the 2011 ABS census data.

Overall satisfaction   Overall satisfaction with Council was 'moderate', with 72% of residents stating they were at least 'somewhat satisfied'. There has been a decline in satisfaction compared
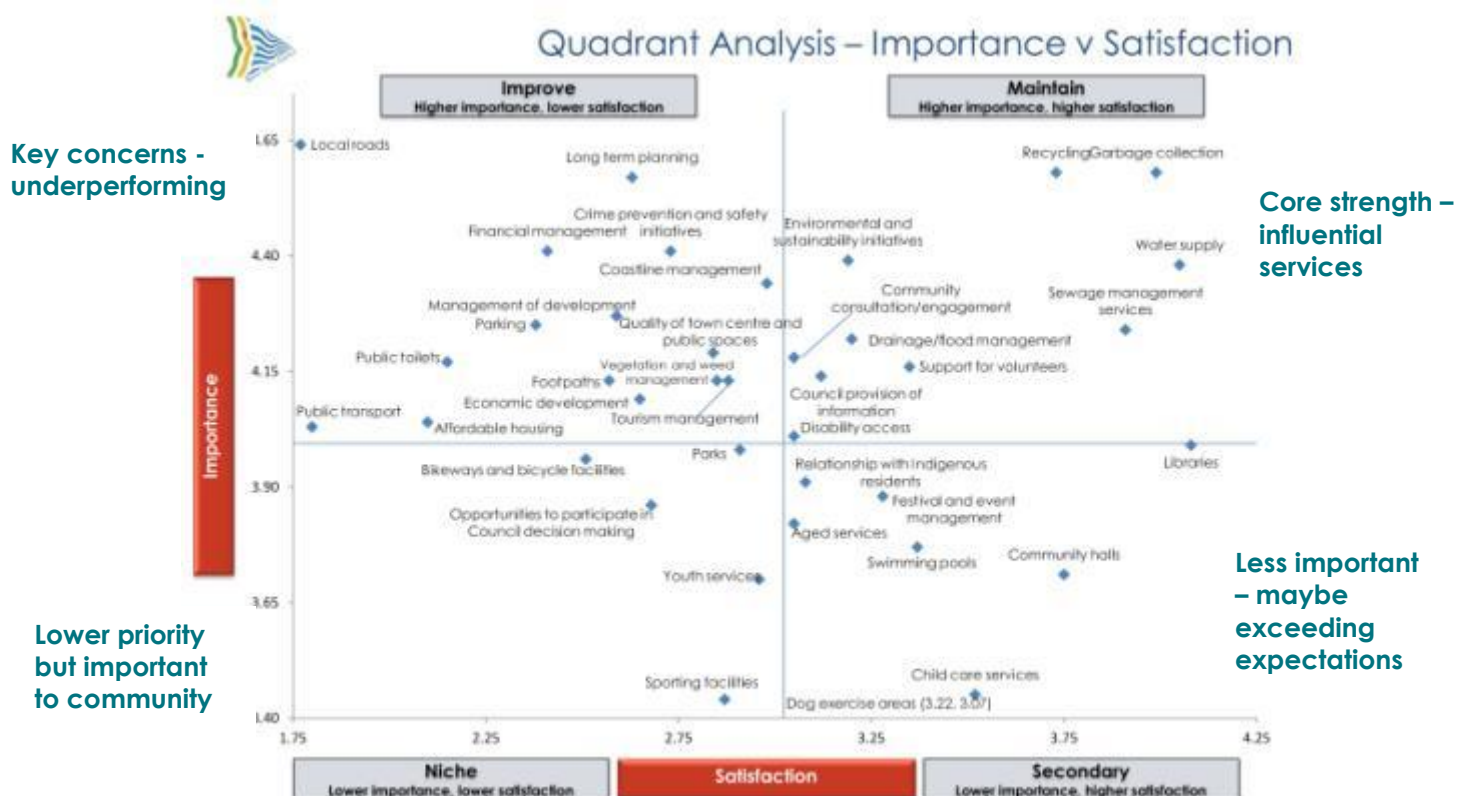30   to 2007.
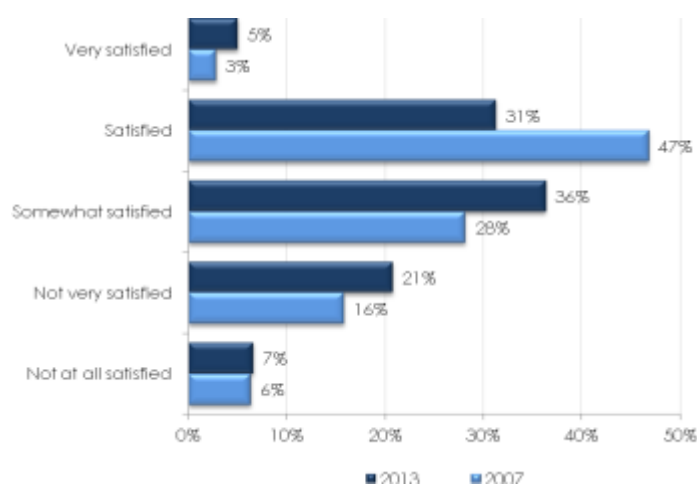
Snapshot of survey results

The Micromex 2013 Community Satisfaction Survey considered the following four areas:

5

We Explored Resident Response To 38 Service Areas

Community Facilities

Parks

Sporting facilities

Libraries

10

Community halls

Quality of town centre and public spaces

Swimming pools

Dog exercise areas

Public toilets

Infrastructure

Local roads

15

Parking

Bikeways and bicycle facilities

Public transport

Footpaths

Garbage collection

Recycling

Sewage management services

Water supply

20

Drainage/flood management

Affordable housing

Human Services

Child care services

Youth services

Aged services

Relationship with Indigenous residents

Support for volunteers

Disability access

Crime prevention and safety initiatives

Corporate Services and Management

Opportunities to participate in Council decision-making

Management of development

Economic development

Vegetation and weed management

Tourism management

Coastline management

Financial management

Festival and event management

Environmental and sustainability initiatives

Long term planning

Council provision of information

Community consultation/engagement

25

Quadrant analysis   A useful tool for planning future directions. It combines the stated needs of the community and assesses Byron Shire Council performance in relation to these needs.

| | MAINTAIN | Council's core strengths, and should be treated as such. Services in this quadrant are influential and address clear community needs. |

5

MAINTAIN   Council's core strengths, and should be treated as such. Services in this quadrant are influential and address clear community needs.

IMPROVE   Council is perceived to be currently under-performing and are key concerns in the eyes of residents. Aim to improve performance in these areas to better meet the community's expectations.

10   **NICHE**   relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

SECONDARY   core strengths, but in relative terms they are less important than other areas and
15   Council's servicing in these areas may already be exceeding expectation. *Consideration could be given to rationalising focus in these areas as they are not community priorities for improvement.*

Note:

According to Micromex, residents' priorities identified in stated importance/satisfaction analysis often tend to
20   be in areas that are problematic. No matter how much focus a Council dedicates to 'local roads', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, they suggested that while the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to
25   change the community's perception of Council's overall performance.

Council Satisfaction   Micromex has devised a Council Satisfaction Model, to identify priorities that will drive overall satisfaction with Council.

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities they stated as being important does not necessarily positively impact on overall satisfaction with the Council.

Correlation Between Stated Importance and Derived Importance is Low
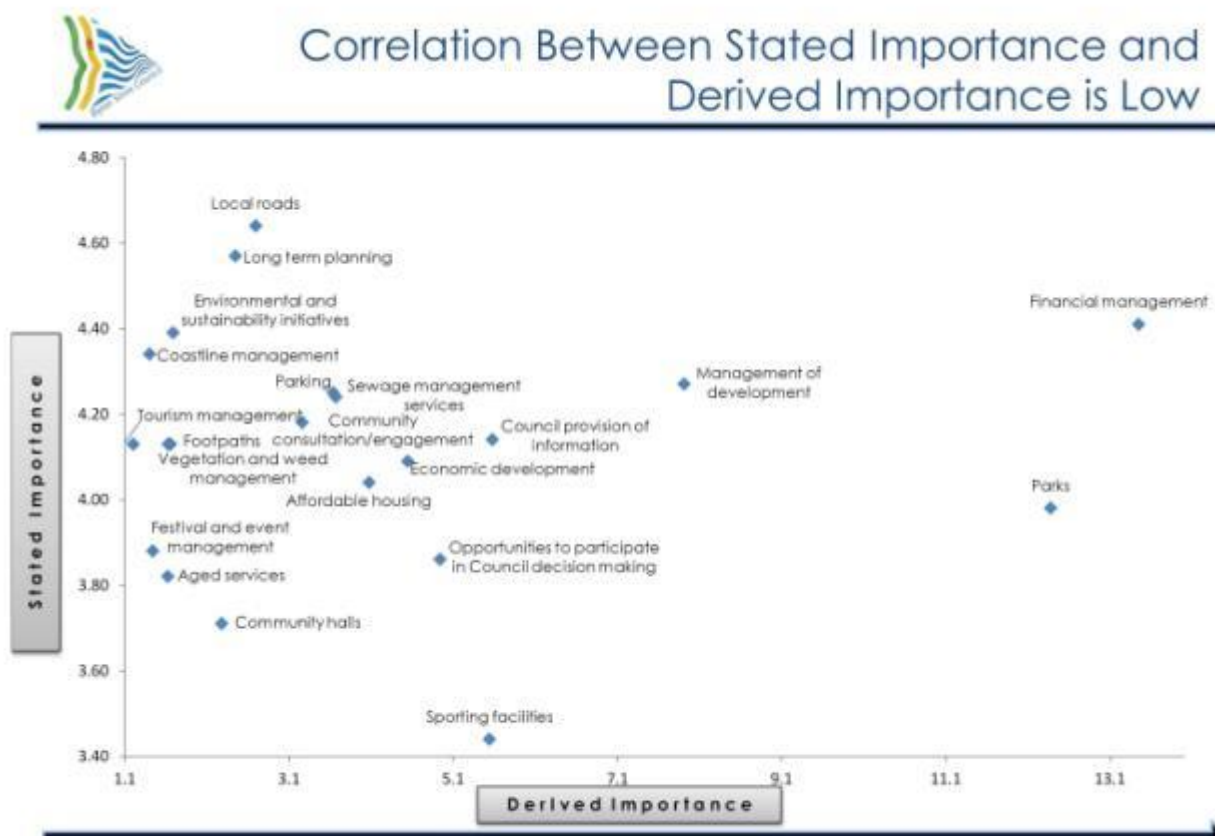
The further an attribute is found to the right of the horizontal axis of 'derived importance', the more it contributes in driving overall satisfaction with Council.

In the chart above, on the vertical axis of 'stated importance', all the facilities/services fall in relatively close proximity to each other (i.e. between approximately 3.4 & 4.7), however, on the horizontal axis the attributes are spread between 1.0 and 13.5.

Core drivers   Micromex recommended that if Council can address the core drivers of community satisfaction, we will be able to improve resident satisfaction with their performance.

In the chart below we can see that, for many of the core drivers, Council is already performing reasonably well. There are clear opportunities, however, to improve satisfaction with the services/facilities that fall below the diagonal line.
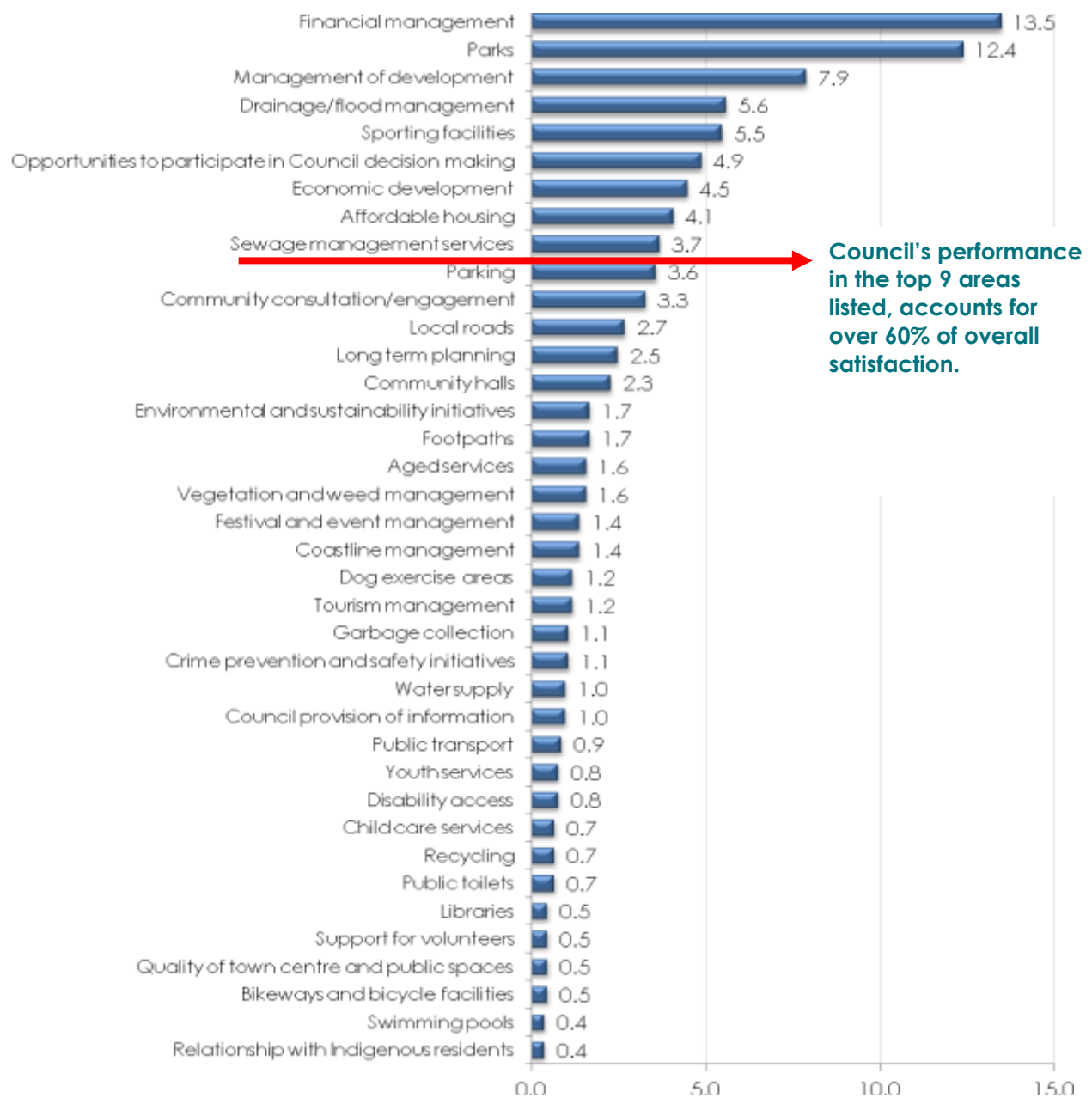

Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas
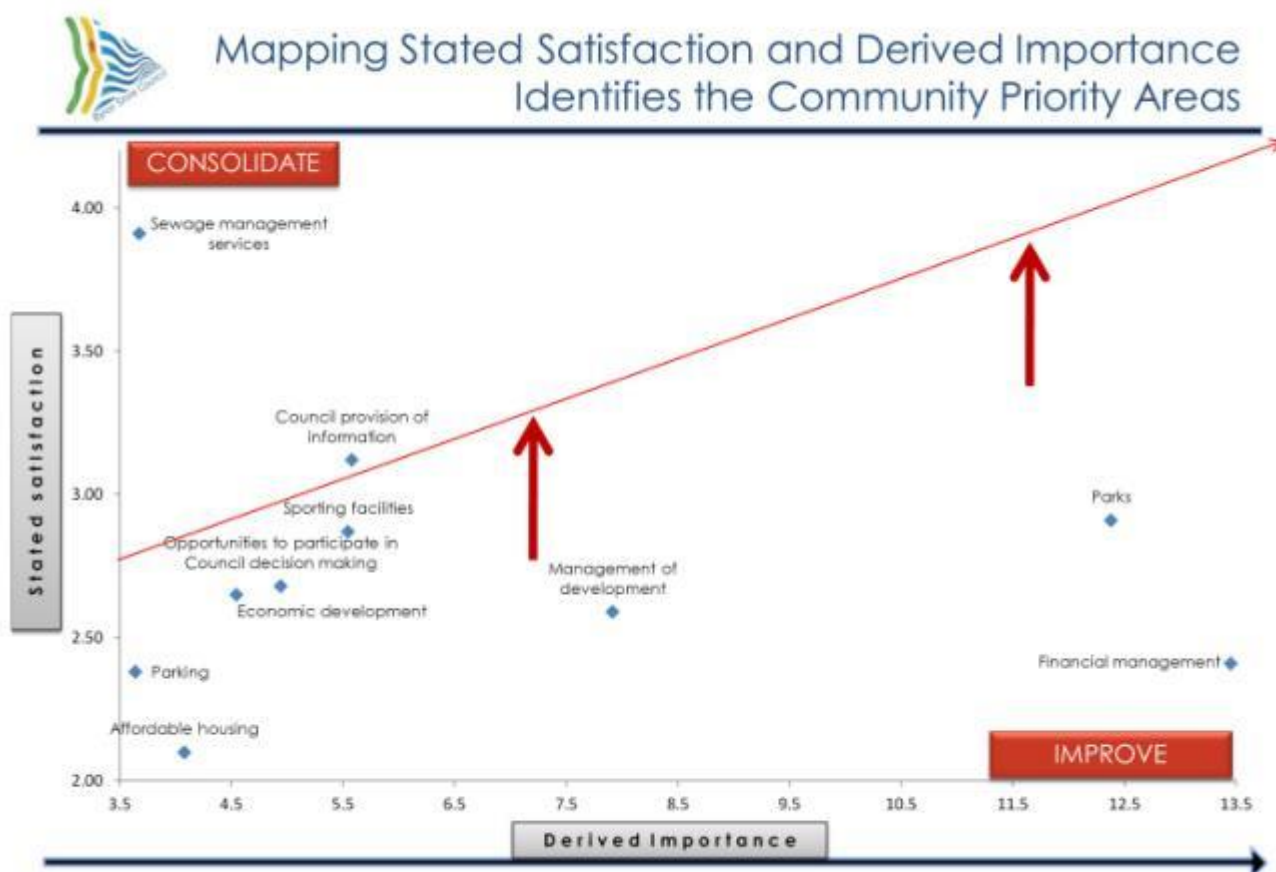
Services listed below the red line are areas that can be improved to help increase community satisfaction.

The key outcomes of this analysis indicated that 'Financial management' and 'Parks' are the key priority areas from a resident perspective.

Micromex identified the following variables that have the greatest influence on driving positive overall satisfaction with Council.

Attribute	Value
Financial management	13.5
Parks	12.4
Management of development	7.9
Drainage/flood management	5.6
Sporting facilities	5.5
Opportunities to participate in Council decision making	4.9
Economic development	4.5
Affordable housing	4.1
Sewage management services	3.7
Parking	3.6
Community consultation/engagement	3.3
Local roads	2.7
Long term planning	2.5
Community halls	2.3
Environmental and sustainability initiatives	1.7
Footpaths	1.7
Aged services	1.6
Vegetation and weed management	1.6
Festival and event management	1.4
Coastline management	1.4
Dog exercise areas	1.2
Tourism management	1.2
Garbage collection	1.1
Crime prevention and safety initiatives	1.1
Water supply	1.0
Council provision of information	1.0
Public transport	0.9
Youth services	0.8
Disability access	0.8
Child care services	0.7
Recycling	0.7
Public toilets	0.7
Libraries	0.5
Support for volunteers	0.5
Quality of town centre and public spaces	0.5
Bikeways and bicycle facilities	0.5
Swimming pools	0.4
Relationship with Indigenous residents	0.4

Council's performance in the top 9 areas listed, accounts for over 60% of overall satisfaction.

5   Micromex concluded that the remaining 29 attributes measured have only a limited impact on the community's satisfaction with Byron Shire Council's performance.

Therefore, whilst all 38 service/facility areas are important, only a minority of them are significant drivers of the community's overall satisfaction with Council.

How are we currently reaching the community?

5   The most popular method of keeping informed about Council news and activities was 'Byron Shire Echo' 92% followed by 'Byron Shire News' 72% and 'rates notice newsletter' 66%. There was a significant increase in the use of 'Council website', 'local radio', 'Northern Star', 'community meetings' and 'public notice boards' in 2013 from 2007, whilst the use of the 'Byron Shire News' as a means of keeping informed had significantly decreased.

Q.   How do you keep informed of Council news and activities?
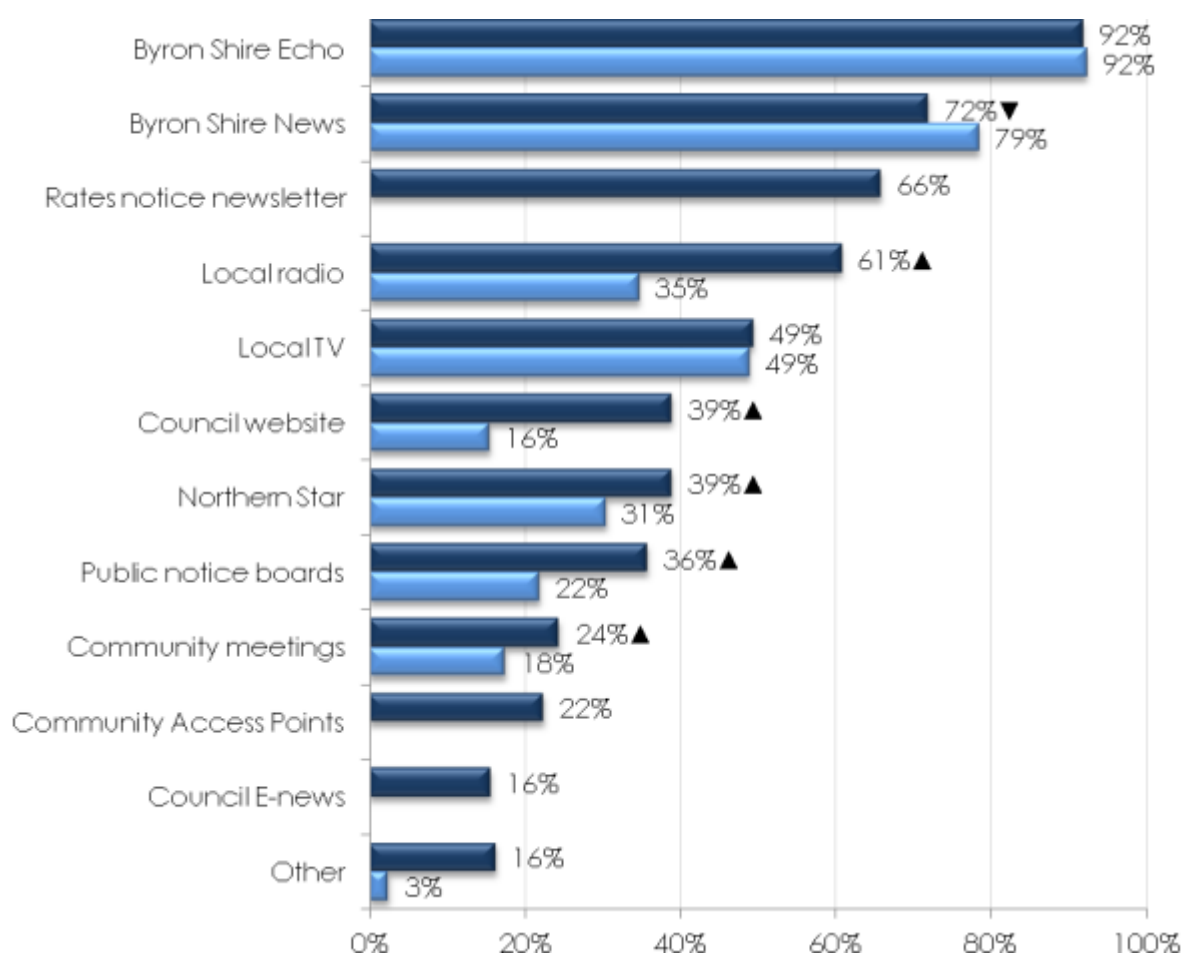
10

Base: Both years n = 400

▲▼ = Significantly higher/lower than in 2007

15   53% of residents have a Facebook account and 8% have a Twitter account. 22% of residents indicated that they would follow Council on Facebook or Twitter.

Q.   *Do you have a Facebook account?*
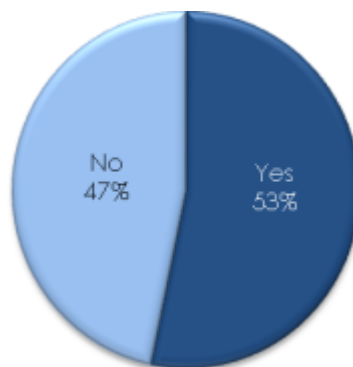
5   Base: n = 400

Q.   *Do you have a Twitter account?*
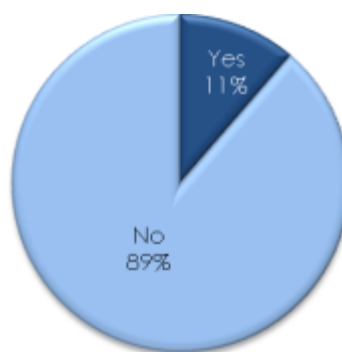
Base: n = 400

10   Q.   *Would you follow Council on Facebook or Twitter?*
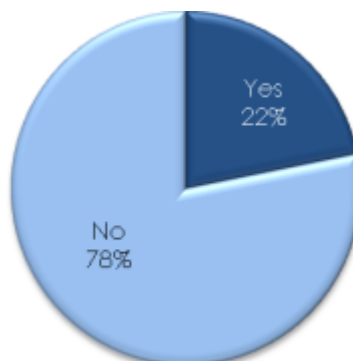
Annexure 2.   Byron Shire Council website snapshot

The number of visitors from July 2012 to June 2015 has grown by almost 30% which demonstrates increasing community sourcing of information on the corporate website.

5   Similarly there has been a significant change in the way information is being accessed with a 113% (93,200 sessions in 2014/15 versus 43,7000 in 2012/13) growth in mobile devices. Tablets have also grown by almost 90% (41,400 sessions in 2014/15 versus 21,800 in 2012/13).

10
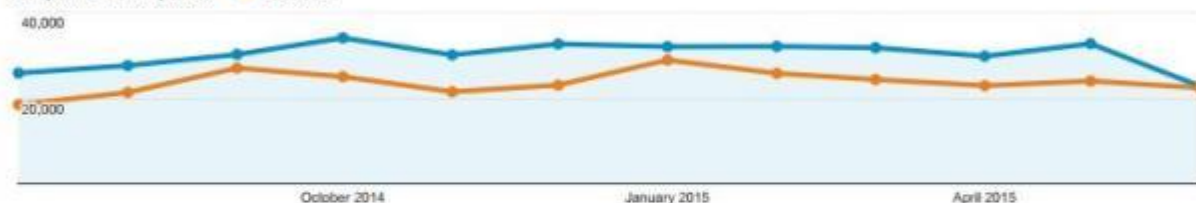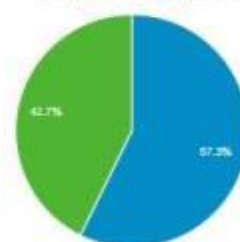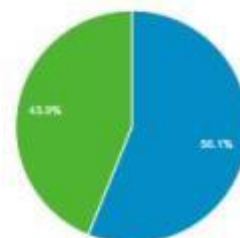
Desktop versus Mobile versus Tablet
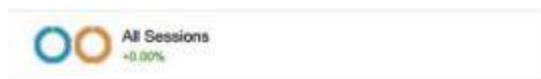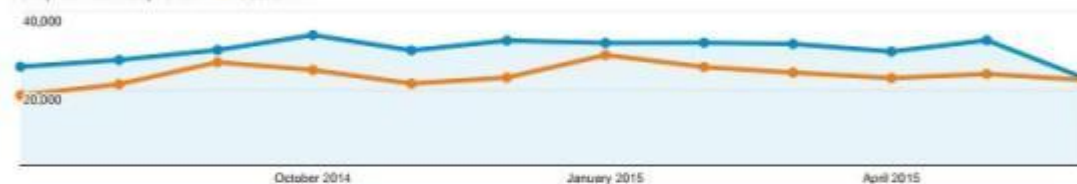
Device Category	Acquisition			Behavior			Conversions		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	39.35% ▲ 375,974 vs 269,806	0.79% ▲ 57.10% vs 56.65%	40.46% ▲ 214,668 vs 152,835	0.36% ▲ 57.73% vs 57.94%	4.40% ▲ 2.20 vs 2.10	15.25% ▲ 00:02:29 vs 00:02:09	0.00% 0.00% vs 0.00%	0.00% 0 vs 0	0.00% A$0.00 vs A$0.00
1. desktop									
Jul 1, 2014	241,341 (64.19%)	50.55%	121,996 (56.83%)	48.63%	2.52	00:03:12	0.00%	0 (0.00%)	A$0.00 (0.00%)
Jul 1, 2012	204,228 (75.69%)	52.05%	106,307 (69.56%)	52.99%	2.29	00:02:30	0.00%	0 (0.00%)	A$0.00 (0.00%)
% Change	18.17%	-2.89%	14.76%	-8.22%	9.86%	27.80%	0.00%	0.00%	0.00%
2. mobile									
Jul 1, 2014	93,220 (24.79%)	70.83%	66,029 (30.76%)	77.50%	1.45	00:00:53	0.00%	0 (0.00%)	A$0.00 (0.00%)
Jul 1, 2012	43,741 (16.21%)	72.29%	31,622 (20.69%)	76.54%	1.40	00:00:52	0.00%	0 (0.00%)	A$0.00 (0.00%)
% Change	113.12%	-2.02%	108.81%	1.26%	3.38%	3.03%	0.00%	0.00%	0.00%
3. tablet									
Jul 1, 2014	41,413 (11.01%)	64.33%	26,643 (12.41%)	66.27%	2.01	00:01:54	0.00%	0 (0.00%)	A$0.00 (0.00%)
Jul 1, 2012	21,837 (8.09%)	68.26%	14,906 (9.75%)	66.98%	1.76	00:01:29	0.00%	0 (0.00%)	A$0.00 (0.00%)
% Change	89.65%	-5.75%	78.74%	-1.06%	14.43%	27.91%	0.00%	0.00%	0.00%

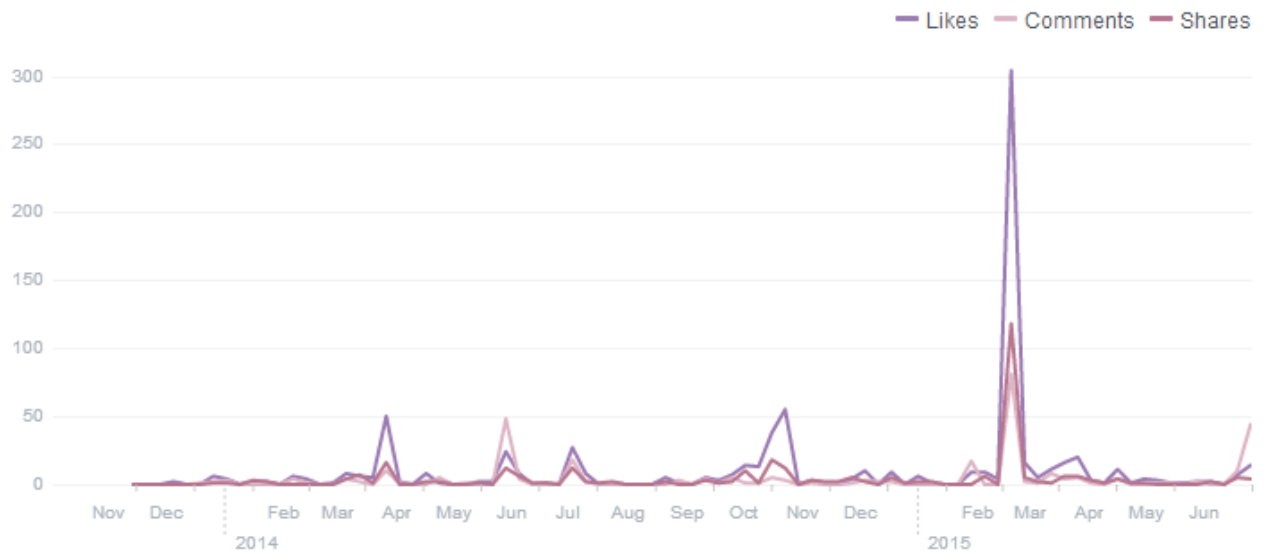## Annexure 3.   Byron Shire Council Facebook snapshot

Byron Shire joined Facebook in October 2014. Number of 'Likes' – at end of June 2015 = 978

5

The spikes can be attributed to wet weather events which demonstrates the important role social media can have in times of crisis. The comments spike in June 2015 is related to the Green Organics rollout.