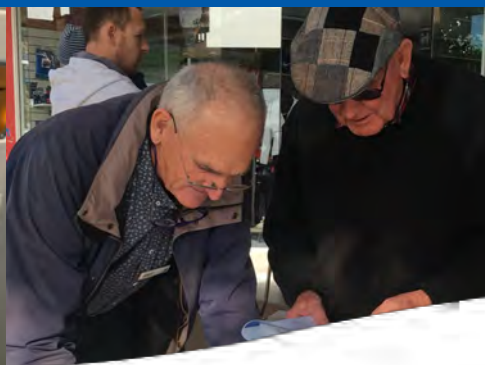




Communication and Engagement Strategy

2019 - 2022





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Introduction

Community engagement is one of the five pillars in Swan Hill Rural City Council's values.

Our Council Plan 2017-2021 sets an aim that we will champion a culture that values strong community engagement.

And our Council Plan has a strong focus on using new and established methods to communicate and consult with our community.

This Strategy will guide Council's communication and engagement activities over the coming four years to help us achieve all this, and more.

Related Council documents

- > Council Plan 2017-21
- > Media Policy, Directive and Procedure
- > Social Media Policy, Directive and Procedure
- > Public Participation Policy and Procedure (including Public Participation Plan)
- > Swan Hill Region Economic Development Strategy 2017-2022
- > Aboriginal Community Partnership
- > Community Access and Inclusion
- > Creative Strategy
- > Youth Strategy

Background

Actions from Council's Communication Strategy 2015-2018 are almost all complete.

The Swan Hill Rural City Council Plan 2017-2021, under its strategic initiative 'Developing open community relationships', also identifies the need to 'Review and implement actions from Council's Communication Strategy'.

In developing this new strategy, we sought community input through a survey, and discussed communication challenges and opportunities with Councillors and key Council staff.

We also drew communication and engagement initiatives from other adopted Council strategies, including the Economic Development, Aboriginal Community Partnership, Community Access and Inclusion, Creative and Youth strategies.

This Communication and Engagement Strategy 2019-2022 includes new and achievable initiatives to improve communication and engagement with our community. It also lists the extensive communication actions that take place across Council regularly, as part of our core business.

Delivering these new initiatives and ongoing actions will be the responsibility of a variety of Council departments and employees, and in many cases will require co-operation from a number of departments.

The strategy will be reviewed to ensure actions from the initiatives are being addressed. A report on the strategy's progress will be provided to the Executive Leadership Team every 12 months, and to the Council as needed.

The Communication and Engagement Strategy will be fully reviewed every four years.

Guiding principles

Council has a Public Participation Policy and Procedure, and is guided by the International Association for Public Participation (IAP2) spectrum of public participation.

The IAP2 spectrum is considered best practice and provides a guide on the five levels of public participation, from informing to empowering, and the types of communication suitable for each.

Many of the actions in this strategy will assist Council staff to adhere to this spectrum.

		Levels of public participation	Examples
Increasing level of community engagement	↓	Inform To provide the community with information to assist them in understanding the problems, alternatives and/or solutions; to keep the community informed of the issue and decision.	Fact sheets Newsletters Website Open houses
	↓	Consult To obtain input on issues, draft documents and/or decisions; to acknowledge and consider public concerns.	Public comment Focus group Survey Comment form
	↓	Involve To work directly with the community to determine public concerns and opinions and ensure that these are directly reflected in the alternatives developed and the decision made.	Workshops World cafe Deliberate polling
	↓	Collaborate To work in partnership with the community on each aspect of the decision making process, including understanding of the issues, development alternatives and identifying the solution.	Communities advisory group Participatory decision making
	↓	Empower To fully delegate control of the decision making process to the community; Council participates in this process as one of the stakeholders and works with the community to implement the decision.	Citizen juries Ballots Town representative groups

Our audience

Our community

- > Ratepayers
- > Residents
- > Businesses and industry
- > Community, sporting and social clubs
- > Town representative groups
- > Visitors
- > Potential residents
- > Volunteers
- > Key service users like young people, families, elderly

Councillors and employees

- > Mayor
- > Councillors
- > Executive Leadership Team
- > Leadership Team
- > Employees

Other key stakeholders

- > State and Federal government agencies
- > Local Members of Parliament
- > Media
- > Contractors
- > Consultants
- > Industry associations, like Murray River Group of Councils, MAV
- > Neighbouring municipalities, both in Victoria and New South Wales

How we communicate and engage now

Using traditional media

- > Distribute **media releases** to local and other media, and liaise with journalists as needed.
- > Co-ordinate monthly **radio interviews** on 3SH/MixxFM and ABC Mildura Swan Hill with the Mayor.
- > Publish **fortnightly Mayor column** in The Guardian and The Sentinel.
- > Publish program-specific **columns** in local media – including those for the Art Gallery and Library.
- > Distribute **Swan Hill Rural City News** twice per year.
- > Distribute the monthly **email Economic Development News**.
- > Distribute other **e-newsletters** and **print newsletters** as needed, including for programs like Community Grants, Family Day Care, HACC, Art Gallery and Library.
- > Produce the **Annual Report** and **Annual Budget** and make it available on Council's website.
- > **Mailouts** to households for individual projects.
- > **Translation service** via phone.
- > Advertising and **submissions process** for key Council documents and activities including the Council Plan, Budget and Planning Scheme amendments.
- > Project-based **consultation** and information sessions.
- > Various direct communication through **telephone, email** and conventional **mail**.
- > Distribute **weekly internal newsletter** to Councillors and staff.
- > Distribute regular **staff newsletter** to all staff.
- > Distribute all staff/Councillor emails and/or **memos** for important messages.

Using social and online platforms

- > Post information, links and photos on **Council's social media platforms**, including platforms for Council, Library, Performing Arts, Gallery, Youth Inc and Pioneer Settlement.
- > Update **Council websites** regularly with media releases, public notices, Council agendas and minutes, significant reports and strategies, job opportunities, and tender advertisements. Conduct a dedicated six-monthly review of website content.
- > Conduct **consultation online** via the Have Your Say section of Council's website.

Via internal and external meetings

- > Monthly Ordinary **Council meetings**, including **public question time**.
- > Weekly **Council Assembly** meetings
- > Weekly **Executive Leadership Team meetings** at various Council locations.
- > Monthly **Leadership Team** meetings at various Council locations.
- > Provide Councillor or senior employee representation on **industry groups** like Murray River Group of Councils and the Municipal Association of Victoria.
- > Attend the annual Australian Local Government Association **conference**.
- > Through the Youth Co-ordinator, distribute information through primary and secondary schools in the area, including through **regular attendance at school assemblies**.
- > Targeted and timetabled meetings with **elected State and Federal representatives**.

Face-to-face

- > **Councillors attend community events** and functions, welcoming guests and speaking on behalf of Council.
- > Conduct **monthly visits to Robinvale** for the Mayor and CEO to meet with community members and local media.
- > Regular **business networking** events in Swan Hill and Robinvale.
- > Provide **senior Council representation** on community groups.

Other ways we communicate and engage

- > A continued commitment and resource allocation to **Community Planning** and project delivery.
- > **Project-based consultation** for new projects and programs across the municipality – communicated via traditional and online channels.
- > Continue to facilitate an active and diverse **Youth Council**.
- > Participate in the Annual State Government **Community Satisfaction Survey**.
- > **Regular staff training** in communication, consultation and customer service.
- > Continue to support, as appropriate, various **multicultural programs**.
- > Deliver the **Aboriginal Employment Strategy** in partnership with external stakeholders.
- > Promote and facilitate the **Help for Small Business** program in the region.
- > Attend **careers forums** to promote Council to young people.
- > Use Council's corporate templates to present **professional and consistent** documents.
- > Use of **plain English** as much as possible.

How are we performing now?

We have used three measures to evaluate Council's performance in the areas of communication and engagement.

- > The 2018 Community Satisfaction Survey
- > A Council-run Communication and Engagement Survey
- > Social media monitoring

The 2018 Community Satisfaction Survey - a State Government mandated annual survey - highlighted that "good communication and transparency with residents about decisions the Council has made in the Swan Hill community's interest, improved community consultation and engagement..." as key areas for Council to focus on.

"While not significant declines, performance decreased on the measures of community consultation and engagement (index score of 55), and overall council direction (index score of 54) but are still rated similarly to State-wide and Large Rural group council averages."

"Another area Council should pay attention to is community consultation and engagement (index score of 55) which exhibited the largest decrease of any measure in 2018 (down three points). While not a significant decline, Council should look to shore up performance in this area."

This survey was undertaken in February 2018, with 400 people surveyed across the municipality.

It showed that more than half (56%) of Swan Hill Rural City Council residents had recent contact with Council.

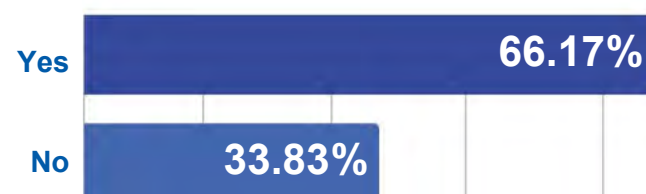
While this is not significantly higher than 2017 (51%), it represents the highest level of contact since 2015, increasing after its downward trend from 2015 to 2017.

A survey undertaken in July 2018 specifically to inform this strategy showed that 66.17% of residents had had direct contact with Council in the previous 12 months.

Do you feel like you received adequate feedback on the outcomes of the consultation?



Have you had direct contact with Swan Hill Rural City Council in the past 12 months?



Swan Hill Rural City Council Communication and Engagement survey July 2018

This survey also presented mixed results when it came to community satisfaction with our communication and engagement.

More than 75 per cent of people said they felt very informed or somewhat informed about Council decisions, projects and activities.

A majority agreed that they felt like they had the chance to comment on Council projects, but their views on Council's ability to consider that feedback was less clear.

While results from these two surveys show that we can improve our performance in communication and engagement, some survey respondents acknowledged the challenges of communicating to such a diverse audience.

“It’s hard because so many people are apathetic even if it’s something they care about. They think ‘someone else will do it’. I don’t know how you would convince more and better participation.”

We can also measure our performance on social media.

Council’s Facebook page now has 2105 page likes (5 December 2018) with growing reach and engagement. Posts reach up to 4500 people at a time, with a mix of organic (free) and paid content.

Examples of social media presence of other Council services include:

- > **Swan Hill Regional Art Gallery** has 979 Facebook likes with a reach of up to 2000, and 428 Instagram followers.
- > **Swan Hill Town Hall** has 1809 Facebook likes and 332 Instagram followers.
- > **Swan Hill Regional Library** has 1352 Facebook likes.
- > **Pioneer Settlement** has 3432 Facebook likes and 535 Instagram followers.
- > **Youth Inc** has 1355 Facebook likes and 654 Instagram followers, with 486 followers on its Youth Arts Festival feed.



How has Council performed on ‘community consultation and engagement’ over the last 12 months?



Local Government Community Satisfaction Survey 2018

Informing this strategy

In July 2018, a community survey asked local people how they want to communicate and hear from Council, and how they want to get involved in local decision-making.

The survey was advertised online, in newspapers, on radio, at Council offices and Councillors took to the CBDs of Swan Hill and Robinvale one weekend to discuss with local people.

We received 212 survey responses, offering insights into what works now and how we can improve. Responses were received from across the municipality, and all age groups were well represented.

Importantly, we received some clear messages from our community. Our community wants to:

- > Have face-to-face communication in informal and relaxed settings.
- > Be heard on projects and issues that are important to them, and be kept up to date with progress.
- > Communicate with Council in a variety of ways – using both traditional and new media.



“Have a council stall at community markets where people can contact the council face-to-face, not at night or on a work day.” ”



Have face-to-face communication

Well received during the survey period were events at Swan Hill and Robinvale, where Councillors spoke to residents in Swan Hill's CBD and at the Robinvale market.

This positive experience has prompted us to make these events more regular, as you will see in this strategy's action plan.

It aligns with responses to the survey, indicating that residents appreciated informal and one-on-one opportunities to learn more and have their say. In the July 2018 communication and engagement survey, almost 40 per cent of residents said that more open house/conversations with Council management and Councillors would be a preferred method of engagement.

Be heard and be kept up to date with progress

Having a say on local decision making remains of the highest priority for residents.

We know this from informal conversations with local people, and it is backed up by data from the 2018 Community Satisfaction Survey, and the July 2018 Communication and Engagement Survey.

For this reason, this strategy focuses on taking project ideas and concepts to where the people are, targeting consultations to specific interest groups and 'closing the loop' by providing more feedback on project progress.

To improve the way we consult, the community wants to use Facebook polls, email groups, online surveys and more open house style events with Councillors and senior staff.

And the community wants to see an improvement in the way we communicate after initial consultations. This is also a focus in the action plan.

81% said that having their say on local decisions was either very important or important to them.

40% said they had never been involved in community consultation or Council decision-making.

58% said they had received adequate feedback following consultation with Council.

Swan Hill Rural City Council Communication and Engagement survey July 2018

“Publish in your newsletter and the newspaper what the results of consultations are.”

“Greater communication with community groups directly involved in that particular element, such as sending around emails...”

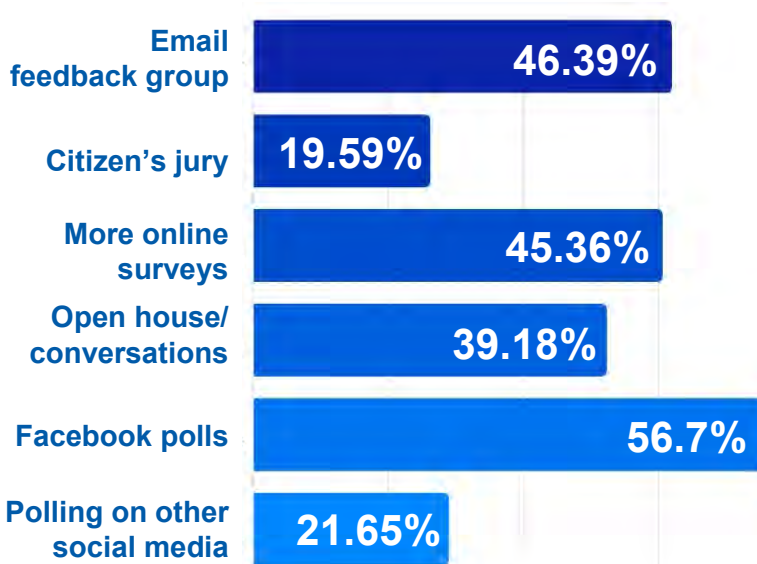
“Informal meetings... not everyone has the confidence to speak with Council representatives or Councillors on a formal level.”

“Communication is required both ways. Having an opportunity to contribute to what is happening would be appreciated.”

“(Feedback) was clear and within a timeframe so ensuring transparency is vital and I felt this was done exceptionally well...”



If Council was to change or increase its consultation, what methods would best suit our community?



Swan Hill Rural City Council Communication and Engagement survey July 2018

What we plan to do

Objective 1 - Effectively engage our community in local decision-making

- > **Increase direct engagement with Councillors.** This will include Councillors attending community events to share information and gather feedback, and Coffee with a Councillor events.
- > **Provide more feedback to people who have been part of consultation.** This will include using direct email and traditional media channels to help 'close the loop', giving people updates on consultations.
- > **Continually improve and diversify engagement methods.** This will include creating tools for staff to assist them to diversify consultation methods.

See the Action Plan from Page 16 for details.

“ Social media is the way to do it. Organised face to face meetings are dated, people need the convenience of having a say at their own time ”

Communicate with Council in a variety of ways

While Facebook and online communication are preferred, people still use traditional media and there is a strong desire for Council to use these methods to communicate our news and information.

Swan Hill Rural City News was considered a useful communication tool, with more frequency and more diversity of stories the main areas suggested for improvement, while 27% wouldn't change the publication.

Almost three quarters of people said they still turned to newspapers for Council news.

When it comes to social media, 157 survey respondents said they used social media, with Facebook, Instagram and Snapchat the three top platforms.

67%

of people are most likely to hear about Council decisions, projects, consultation and activities from local newspapers.

84%

use social media - Facebook, Instagram and Snapchat are the top three platforms.

62%

of those follow Council on social media

Swan Hill Rural City Council Communication and Engagement survey July 2018

“A full page in The Guardian, where projects, consultations and proposals are outlined, with outcomes listed, if they're successful or not.”

“Council is scary - like teachers and police! I would feel intimidated to go to a meeting.”

“I have the radio on most of the day and prefer this means of hearing about what is going on in our local council.”

“For the older generation I feel more mail outs would be appropriate.”

“You could ask for community input on (Facebook) and I guarantee you will get more value from that than your town hall community meetings.”

“Tailor the time and place of consultation meetings more to suit the demographic you are trying to reach.”

What we plan to do

Objective 2 - Use a variety of communication tools to reach all in our community

- > **Review use of existing communication tools.** This will include the Swan Hill Rural City News, updating Council websites and project-specific communication plans.
- > **Use traditional tools to communicate Council's message.** This will include using mailbox drops, and investigating regular newspaper pages.
- > **Investigate and use new tools to communicate Council's message.** This will include investigating an online customer portal, an online project communication tool, email newsletters and program specific campaigns including those for arts and culture, and liveability.
- > **Create welcoming and well-branded customer service offices in Swan Hill and Robinvale.** This will also include upgrading wi-fi at Council locations to ensure staff can provide high levels of customer service and for public access.

Objective 3 - Tailor communication and engagement to key community sectors

- > **Engage effectively with people living in small communities.** This will involve working in partnership with community groups, local schools and the mobile library to ensure communities are informed and engaged.
- > **Engage effectively with the Aboriginal community.** This links closely to the actions contained in the Aboriginal Community Partnership Strategy.
- > **Engage effectively with people with a disability.** This links closely to the actions contained in Council's Community Access and Inclusion Strategy.
- > **Engage effectively with young people.** This links closely to the actions contained in Council's Youth Strategy.

See the Action Plan from Page 16 for details.



Action Plan

Objective 1

Effectively engage community in local decision-making

Action	Responsibility	Timeline	Resources	Desired outcomes
Initiative - Increase direct engagement with Councillors and senior staff				
Introduce regular Councillor stalls at community markets and events to share information on consultations, project updates and gather community ideas and feedback.	Media, Economic and Community Development, Councillors, Executive	Dec-19	Cost for Council banners and other promo/set-up items - approx \$3000.	Provide community with more open and informal opportunities to discuss issues and ideas with Council.
Introduce Coffee with a Councillor events across the municipality	Media, Councillors	Jun-19	Existing	Provide community with more open and informal opportunities to discuss issues and ideas with Council.
Initiative - Provide more feedback to people who have been part of consultation				
Seek email addresses from residents who provide feedback during consultations, and provide tailored email updates on the progress of project/plan. This should include how public input influenced the decision.	Project managers, Media, IT	Jun-20	Existing	Close the loop by providing people with updates on projects.
Provide feedback on key consultations through traditional media channels, including media releases, social media and newsletters. Possibly through new community portal. This should include how public input influenced the decision.	Project managers, Media	Ongoing	Existing	Close the loop by providing people with updates on projects.

Action	Responsibility	Timeline	Resources	Desired outcomes
Initiative - Continually improve and diversify engagement methods				
Use Facebook polls to create discussion and involve more people in decision-making.	Project managers, Media	Ongoing	Existing	Involve more residents in decision-making
Create a practical consultation checklist for Council staff to use during all consultations, in line with the Public Participation Policy, and including approximate costs.	Media, Economic and Community Development	Dec-19	Existing	Ensure consultation is undertaken well for every project we complete.
Actively encourage staff to use the Public Participation Procedure and the Involving Communities in Council's Decision Making Processes Procedure to ensure effective public engagement.	Media, Economic and Community Development	Ongoing	Existing	Ensure consultation is undertaken well for every project we complete.

Objective 2

Use a variety of communication tools to reach all in our community

Action	Responsibility	Timeline	Resources	Desired outcomes
Initiative - Use traditional tools to community Council messages				
Increase use of traditional communication tools to promote projects from Community Plans and small scale infrastructure projects.	Media, Economic and Community Development, Project managers	Ongoing	Existing	Ensure residents in smaller communities decision making
Encourage Council staff to increase use of traditional mediums including radio advertising and letterbox drops.	Media	Ongoing	Existing, potential increase in promotion costs for projects if using these methods.	Reach more community members with Council messages.
Investigate regular newspaper page or ad to ensure consistent and regular updates to the community.	Media	Jun-21	Depending on outcome of investigation but would require a budget allocation.	Reach more community members with Council messages.
Create a Customer Complaints Policy.	HR, Customer Service	Jun-19	Existing	Ensure residents are aware of how to make a complaint and that complaints are heard and acted upon.
Initiative - Review use of existing communication tools				
Review Swan Hill Rural City News frequency, content and printing style, including investigation of a flipbook-style online newsletter.	Media	Jun-21	Depending on outcome of investigation but might require a budget allocation.	Reach more community members with Council messages.
Review 'Report an issue' section of Council's website and promote its use to the community.	Media, Customer Service, Engineering	Ongoing	Existing	

Action	Responsibility	Timeline	Resources	Desired outcomes
Ensure individual communication plans are created for new Council projects, in line with the Public Participation Policy and to ensure all relevant community members and groups are involved.	All project managers, Media	Ongoing	Existing	Reach more community members with Council messages, and ensure relevant community members and groups are involved.
Build on Council's approved image library to ensure professional documents and online content.	Media	Ongoing	Existing	Create professional looking and functional documents.
Update Council's website with a fresh look, ensuring it is user-friendly, mobile friendly and meets W3C web accessibility standards. Investigate introduction of 'chat bots' and direct contact with help desk staff.	IT, Media	Dec-21	Existing	Create a modern, user-friendly and professional looking website. Offer residents another way to contact and engage with Council.
Develop a branding and signage guideline for the region, including the Swan Hill riverfront precinct.	Economic and Community Development, Media	Dec-22	Existing	Create professional looking and functional signage.
Initiative - Investigate and use new tools to communicate Council's message				
Introduce an online customer portal for planning and building, and gradually roll out for other services areas.	IT, Planning, Building, other departments as needed	Dec-20	Existing	Increase transparency, provide tailored communication with ease of access for residents
Introduce Instagram for Council.	Media, Economic and Community Development	Dec-19	Existing	Offer residents another way to contact and engage with Council.
Investigate introduction of Snapchat for Council.	Media	Dec-19	Existing	Offer residents another way to contact and engage with Council.

Action	Responsibility	Timeline	Resources	Desired outcomes
Investigate introduction of a project communication tool that is available to the community, to increase transparency around project timeframes and progress.	Economic and Community Development, Engineering, IT, Media	Jun-20	Depending on outcome of investigation	Increase transparency.
Investigate a social media education campaign to promote Council service delivery	Media	Dec-19	Depending on outcome of investigation	Ensure residents are aware of the Council services available.
Increase Council social media followers and engagement through promotions and competitions.	Media	Ongoing	Existing budget allocation	Reach more community members with Council messages.
Investigate email newsletter that residents can opt in to, to ensure regular updates to the community on new projects, project progress, consultations, employment and other news. Investigate its publication on social media too.	Media	Jun-21	Depending on outcome of investigation but might require a budget allocation.	Offer residents another way to contact and engage with Council.
Investigate on-hold messages for Council's phone system to promote Council events, messages and decisions.	Media, IT	Jun-20	Depending on investigation	Reach more community members with Council messages.
Use translation services where needed to ensure CALD residents receive important messages, and promote the availability of the translation service via Robinvale Resource Centre.	Project managers, Media, Customer Service	Ongoing	Small budget allocation needed for each translation.	Reach more community members with Council messages.
Develop a new brand for all arts and creative activities in the region, and re-brand the Cultural Services Team to sit underneath this.	Cultural Services, Media	Dec-22	To be included in Cultural Services budget	Create professional looking and functional documents.

Action	Responsibility	Timeline	Resources	Desired outcomes
Develop a joint Cultural Services Team communication strategy, ensuring all events and opportunities across the region are jointly promoted.	Cultural Services, Media	Dec-22	To be included in Cultural Services budget	Engage more community members in local arts and cultural activities.
Develop a campaign to encourage investment, lifestyle and development opportunities in the region.	Economic and Community Development	2020	RDV funding received in 2018	Enhance Swan Hill region's image as a preferred location to live work and invest
Continue increasing use of video on websites and social media channels.	Project managers, Media, IT	Ongoing	Budget allocation needed for each video and/or training for Council staff	Reach more community members with Council messages.

Initiative - Create welcoming and well-branded Customer Service offices in Swan Hill and Robinvale, to recognise the importance of these service points to community

Investigate upgrade of Swan Hill Council office reception area.	Customer Service, Corporate Services, Building Services	Jun-22	Dependant on investigation	Create a professional looking and functional customer service centre.
Investigate upgrade of Robinvale Resource Centre, including review of signage.	Customer Service, Corporate Services, Building Services	Jun-22	Dependant on investigation	Create a professional looking and functional customer service centre.
Create an education campaign around the services available at Robinvale Resource Centre.	Customer Service, Media	Jun-20	Budget allocation needed for advertising, approx \$3000	Ensure residents are aware of the Council services available.
Improve wi-fi access at Council locations.	IT	Ongoing	Existing	Ensure Council staff continue to provide high levels of customer service. Provide public wi-fi at Council offices.

Objective 3

Tailor communication and engagement to key community sectors

Action	Responsibility	Timeline	Resources	Desired outcomes
Initiative - Engage effectively with people living in small communities				
Conduct a review of Council representatives on community groups and work to increase their engagement with communities.	Economic and Community Development, ELT	Jun-20	Existing	Ensure people in small communities are informed and engaged.
Compile a list of community and school newsletters that are willing to publish relevant Council news (and potentially be added to their mailing lists).	Media, Economic and Community Development	Jun-19	Existing	Ensure people in small communities are informed and engaged.
Investigate email newsletters for individual communities, working with Community Plan groups.	Economic and Community Development, Media	Jun-20	Existing	Ensure people in small communities are informed and engaged.
During rollout of renewed Mobile Library service, introduce ways to disseminate Council information to people in smaller communities.	Media, Cultural Services, project managers	Jun-22	Existing	Ensure people in small communities are informed and engaged.
Conduct an audit of community noticeboards across the municipality and ultimately increase	Media, Economic and Community Development	Jun-20	Existing	Ensure people in small communities are informed and

Action	Responsibility	Timeline	Resources	Desired outcomes
Initiative - Engage effectively with the Aboriginal community				
Continue protocols and meetings to ensure support for progress of implementing Aboriginal Community Partnership Strategy.	Economic and Community Development, Aboriginal Advisory Group, appointed Crs	Ongoing	Existing	ACP Strategy actions are being delivered.
Review Aboriginal Community Partnership Strategy.	Economic and Community Development, Aboriginal Advisory Group	Annually	Existing	ACP Strategy is reviewed and current.
Acknowledgement of country in Council publications.	Media	Ongoing	Existing	Acknowledgement of Country is included in Council documents.
Initiative - Engage effectively with young people				
Broadly consult and involve young people on matters that relate to them.	All project managers, Youth Support, NOVO Youth Council	Ongoing	Existing	Increased opportunities for young people to be involved in the decisions that affect them.
Celebrate, recognise and broadly promote the achievements of young people.	Media, Youth Support, NOVO Youth Council	Ongoing	Existing	An increased recognition by community of the value of young people's contributions.
Market and promote activities, events and programs for young people across a range of mediums.	Youth Support, Media	Ongoing	Existing	Improved promotion of youth activities, events and programs, resulting in increased participation and understanding.
Hold twice-yearly meetings between Council and the Novo Youth Council	Youth Support, Councillors	Ongoing	Existing	Increase engagement and interaction between Councillors and young people.

Action	Responsibility	Timeline	Resources	Desired outcomes
Initiative - Engage effectively with people with a disability				
Partner with and promote the 'Come in we're accessible' campaign.	RuralAccess, customer service, information centre, Robinvale Resource Centre, Media	2018	Existing	Reach more community members with Council messages.
Create a brochure to create/raise awareness of Council services and venues, in light of changes due to the NDIS.	Community and Cultural Services, Media	2019	Cost to design and print	Ensure community members are updated on important changes to Council services.
Establish a 'walk in our shoes; campaign to educate Councillors and Council management about key disability issues in accessing the community.	RuralAccess, Councillors, ELT, Media	2019	Existing	Increase engagement and understanding between Council and people with a disability.
Continually improve accessibility of Council's websites.	IT	Ongoing	Existing	Ensure a user-friendly, accessible and professional looking website. Reach more community members with Council messages.

