

## 7.0 CUSTOMER & CORPORATE DIVISION REPORTS

<b>ITEM 7.1</b>	<b>NORTHERN BEACHES COUNCIL - COMMUNITY ENGAGEMENT, DIGITAL AND INFORMATION ARCHITECTURE AND ADOPTION OF IDENTITY</b>
<b>REPORTING MANAGER</b>	<b>EXECUTIVE MANAGER COMMUNICATIONS &amp; ENGAGEMENT (STRATEGIC)</b>
<b>TRIM FILE REF</b>	<b>2017/237224</b>
<b>ATTACHMENTS</b>	<b>NIL</b>

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### EXECUTIVE SUMMARY

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#### PURPOSE

To seek Council endorsement of the Northern Beaches Council identity which evolves the current identity making it a shared vision for the community to be applied and rolled out across all Council operations including the digital and information architecture for the Council's website and social media.

#### SUMMARY

The identity project is a key mandatory deliverable specified by the NSW Department and Premier and Cabinet to be completed prior to the Local Government elections due to be conducted in September 2017.

By creating a coherent and consistent identity across the diverse service lines of Council it is anticipated that there will be a significant uplift in overall customer experience.

Evolving the current identity with staff and community input has enabled Council to better engage with and understand what the Northern Beaches means to the community and to explore the unifying strengths and positive characteristics that unite our community. The initial Northern Beaches Council identity was developed without any community engagement and was always considered an interim solution, however the evolved identity has been developed with significant community and staff input.

This platform project is an essential dependency for a suite of approved integration projects including:

- website development
- management of signage program
- implementation of a unified uniform and fleet
- social media strategy execution
- establishment of a recognisable business-wide protocol for internal and external corporate and place communications, and
- delivery of Council's new strategies for customer service, digital transformation and events

The objective of this project is to support the development of a unifying vision and evolve the identity in a way that inspires for future success of both the Council and the community it serves.

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#### RECOMMENDATION OF GENERAL MANAGER CUSTOMER & CORPORATE

That Council endorse the visual identity and architecture framework for the Northern Beaches Council.

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## REPORT

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### BACKGROUND

In November 2016 Council engaged the professional services of the agency *Principals* to assist in evolving the current identity to present a unifying vision and presentation of the former Councils' services into one new organisation.

The evolution of the identity has been designed to support the development of the draft community vision and the organisation's operational services, legacy programs and to define the next phase of Council's identity. This feeds directly into projects such as signage, uniforms, fleet, communications, digital and social media.

The Project has delivered:

- broad scale consultation and research into the identity of the Northern Beaches community.
- an evolved Northern Beaches Council identity with a developed unifying vision and collective presentation of the three former Councils' products, services, assets and activities
- a strategy and architecture of the organisation's legacy products and services, assets and programs/activities
- integration of the new corporate vision with the corporate values and Northern Beaches community priorities into a style guide and identity toolkit to be applied across all areas of Council such as: the portfolio of Northern Beaches Council frontline personnel (uniforms), built, natural and movable assets, the environment plus communications and digital channels
- improved transparency and access to organisational information for the community via the various customer touch points
- a logical and coherent structure to the 125+ service lines of the organisation to present intuitive and user-friendly model for the public to navigate online
- evolution of multiple digital platforms into one under the new website (currently under construction)
- creation of a corporate and place identity structure creating a sense of place for the Northern Beaches.

During the process community stakeholders and staff supported the clearly defined strategy, articulating the positioning, values, personality traits and creative idea.

The stakeholders consulted included:

- Implementation Advisory Group (IAG)
- Local Representative Committee (LRC)
- Community reference panel
- Staff identity ambassadors
- Indigenous groups and representatives
- Businesses and groups
- Residents
- Staff
- Special youth groups.

This approach was supported by and heavily relied on input from the Implementation Advisory Group (IAG) and Local Representative Committee (LRC), comprising many of the previous Mayors and Councillors of the three former Councils as outlined below.

<b>IAG</b>	<b>LRC – Economic</b>	<b>LRC - Social</b>	<b>LRC – Environment</b>
Jean Hay (Chair)	Michael Regan (Chair)	Jean Hay (Chair)	Kylie Ferguson (Chair)
Alex McTaggart	Jose Menano-Pires	Alex McTaggart	Cathy Griffin
Michael Regan	Candy Bingham	Stephen Pickering	Barbara Aird
Jose Menano-Pires	Alan Le Surf	Wayne Gobert	Hugh Burns
Kylie Ferguson	Sue Heins	Vanessa Moskal	Ian White
Cathy Griffin		Bob Giltinan	Julie Hegarty
		Duncan Kerr	Pat Daley
		Kay Millar	

The community, staff, IAG and LRC helped establish an outline of the positioning associated with the identity for the “Place” of Northern Beaches and the “Council” as follows:

**Place**

Everyone who lives, works and visits the Northern Beaches knows that it’s an extraordinary place. At the beach and in the bush, in our villages and urban communities, everyone is welcome and everyone has a story waiting to be heard. It’s a community of people who love and are proud to be part of the area. At the heart of The Northern Beaches is our collaborative spirit, where people pitch in, contribute and support each other.

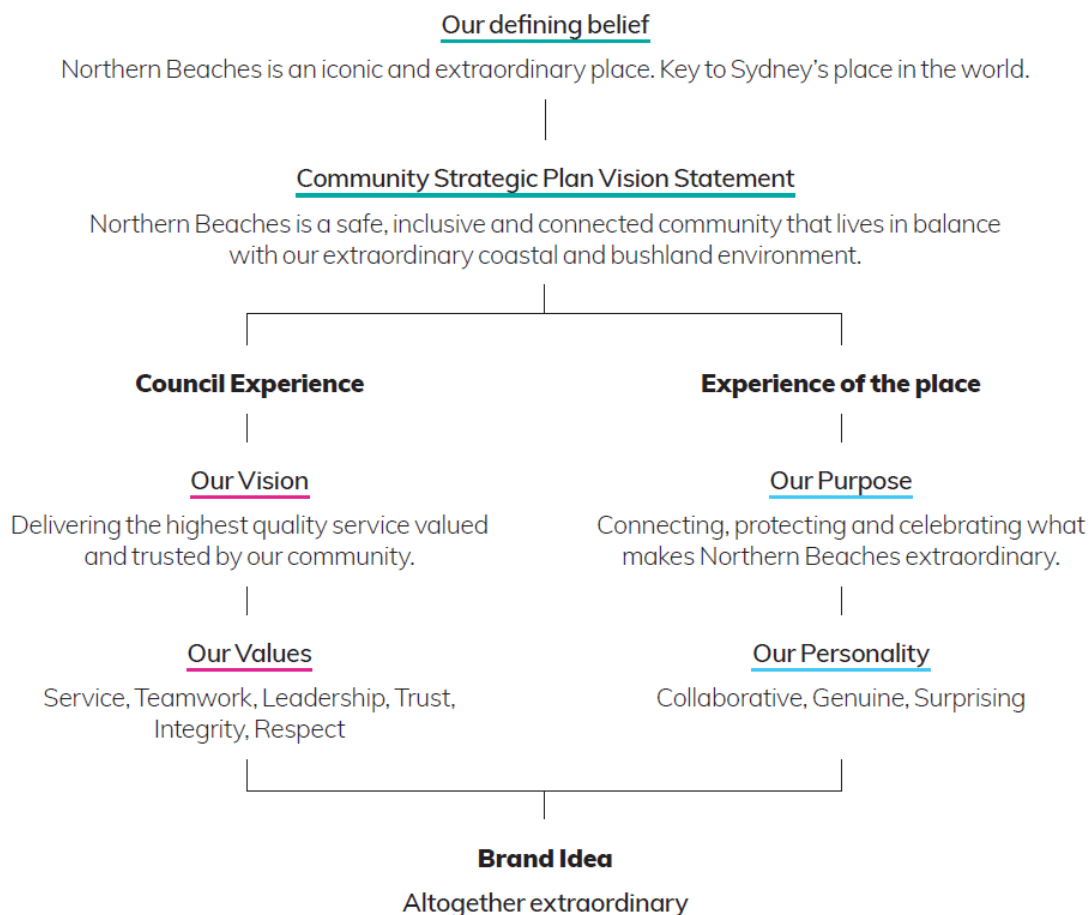
**Council**

We all want to maintain what makes The Northern Beaches extraordinary. Our habitat, our culture, our sense of place. So even as it grows and develops, together we will protect what makes our place special. So that everyone in the future can love it as much as we do.

In the Northern Beaches, it’s altogether extraordinary.

The brand idea is a positioning device only and not designed to be a tagline. This was developed to ensure there is strategic alignment to the Corporate Vision, Corporate Values and the draft Community Strategic Plan (CSP).

This framework can be seen in the following diagram which demonstrates the overall strategy.



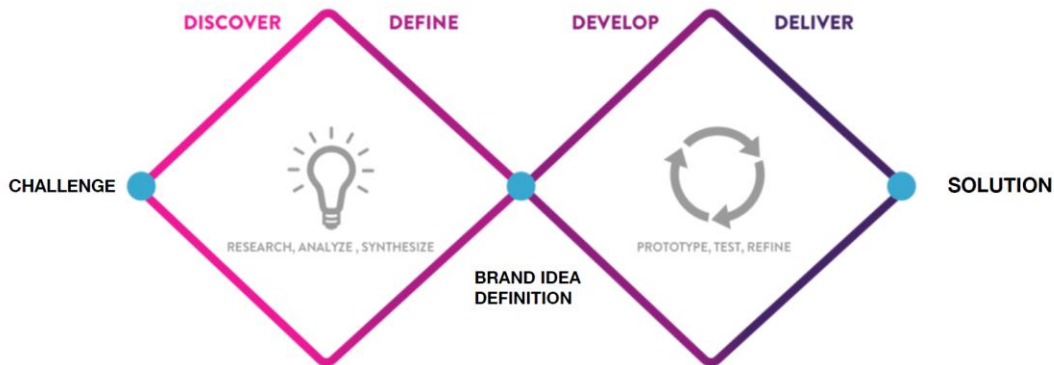
## CONSULTATION

Stakeholder and community consultation commenced in February 2017 and continued throughout the lifespan of the project into July 2017.

Working with *Principals*, Council was able to carry out formal discussions with businesses, residents, visitors, community members and staff to understand perceptions, strengths and weaknesses of the Northern Beaches from different perspectives.

The community and staff were directly engaged to test the four different phases of the project, these were:

- Discovery
- Definition
- Development
- Delivery



Specifically the community engagement covered strategy, information architecture structures, creative ideation, creative concepts, creative development, creative testing to help refine the final recommendations. This has resulted in a highly user centric approach.

Also integrated into this, is the community engagement process for developing and confirming the draft Community Strategic Plan (CSP) being Council’s primary / overarching strategic document.

An overview of the process conducted is outlined below.

<u>PROCESS OVERVIEW</u>	<b>STAGE 1 IMMERSION</b>	<b>STAGE 2 HYPOTHESES</b>	<b>STAGE 3 CO-CREATION</b>	<b>STAGE 4 STRATEGY REFINEMENT</b>	<b>STAGE 5 CREATIVE EXECUTION</b>
	Project kick-off Briefing on existing research and strategy Digital research and analytics review Peer and competitor brand touchpoint audit Staff and management engagement External stakeholder engagement	Creation of Brand positioning hypothesis: prototype territories, stories and visuals as stimulus for community workshop engagement Creation of simplified architecture structures Information Architecture hypothesis testing and internal workshops	Community co-creation and testing of hypothesis, brand architecture structures and visual reference Online community testing of Information Architecture structures	Co-creation strategy workshop with key internal stakeholders Final recommendations for brand strategy and architecture Present, refine and finalise Information Architecture and Digital Architecture structures	Visual identity directions for council identity refresh Develop, refine and finalise chosen visual refresh direction for Council identity Brand Style guidelines creation Handover of information Architecture and Digital Architecture structures
<u>WHO IS CONSULTED?</u>	<b>Stage 1</b> Staff HR Management Leadership Team LRC/IAC Chamber of Commerce Community organisations Youth advisory group Sporting association representative Residents Working Group Steering Group	<b>Stage 2</b> Residents Internal digital team Working Group Steering Group	<b>Stage 3</b> Community groups and stakeholders (mix from all cohorts) Staff Management Working Group Steering Group Leadership Team	<b>Stage 4</b> Management Leadership Team LRC/IAC Working Group Steering Group Community representatives	<b>Stage 5</b> Management Leadership Team LRC/IAC Working Group Steering Group
<u>TIMING</u>	16 Jan – wc 20 Feb	wc 20 Feb – wc 27 Feb	wc 6 Mar – wc 20 Mar	wc 27 Mar – wc 1 May	wc 1 May – wc 31 July

FOR THE FUTURE © PricewaterhouseCoopers 2017

More than two thousand community members have contributed their time and insights so far.

This included:

- Community Engagement Register email (n=11,500)
- Manly Daily advertising community workshops on 24 Feb, 4 Mar, 11 Mar, 18 Mar 2017
- Community ENews promoting community workshops (n=61,000)
- Your Say Northern Beaches website loaded with project information

- Full day kick off meeting with the Project Steering Committee and Principals full project team for Identity and Digital project
- Alignment of the Community Strategic Plan project and Corporate Values project
- Project overview presented to Executive Management Team and Leadership Team
- Peer review and audit of best practice completed
- Review of all existing research (n=25,000+ data points) and strategic documentation on identity, with a full research brief by Micromex.
- 11 x 1:1 interviews with internal stakeholders conducted
- 9 x 1:1 interviews with external stakeholders conducted
- Group discussion with Aboriginal and Torres Strait Islander community conducted
- 7 x Information Architecture card sorting 1:1 interviews conducted
- Workshop with Library team on Information Architecture development
- Online Staff survey regarding strategy (sent to n=1,800)
- Online Community Register survey regarding strategy
- Preparation of stimulus material for community and staff engagement workshops
- Recruitment for community and staff workshops, online panel and online tree testing (for IA project) has commenced
- Phase 3 community and staff engagement workshops 9 x 3hr sessions scheduled
- 9 x 3hr Community Workshops completed across the Northern Beaches Area. Approximately 200 participants. Includes the LRC.
- Staff Identity Ambassador Group established 80 participants
- 6 co-creation workshops undertaken
- Community Advisory Panel established
- 6 co-creation workshops undertaken
- Online staff survey completed. 164 total responses.
- Online panel survey infield – 26 responses
- Online Information Architecture tree testing completed. 25 total participants and responses
- Mid project briefing and planning sessions with Community Strategic Plan (CSP) and Values project teams to align thinking and strategic development.
- Interview with IAG members completed
- Interviews with Business owners completed
- Interviews with Chamber of Commerce
- Final Strategy, Information Architecture structure and Digital Architecture ‘future state’ recommendations presented and approval received.
- Online Staff survey – creative and iconography (sent to n=1,800)
- Online Community Register survey – creative and iconography
- Identity refresh brief approved.
- Initial creative concepts (x 3) presented to Community Reference Panel, Working Group, Steering Group, CEO, Administrator, LRC and IAG, EMT

- Community co-creations sessions on identity concepts # 1 completed.
- Identity ambassador workshop on identity concepts #1 completed.
- Community engagement around identity concepts at Manly Food and Wine Festival, Warriewood Markets and Frenchs Forest Organic Markets.
- Direction on preferred concept for identity approved.
- Engaging with wave specialists to inform the overall shape of the logo.
- Interview Aboriginal and Torres Strait Islander community representative
- Final creative approach presented to Community Reference Panel, Working Group, Steering Group, CEO, Administrator, LRC and IAG, EMT and Aboriginal and Torres Strait Islander representative.
- Further community and staff engagement discussions and workshop.
- Final creative presented to Community Reference Panel, Working Group, Steering Group, CEO, Administrator, LRC and IAG, EMT and Aboriginal and Torres Strait Islander representative.

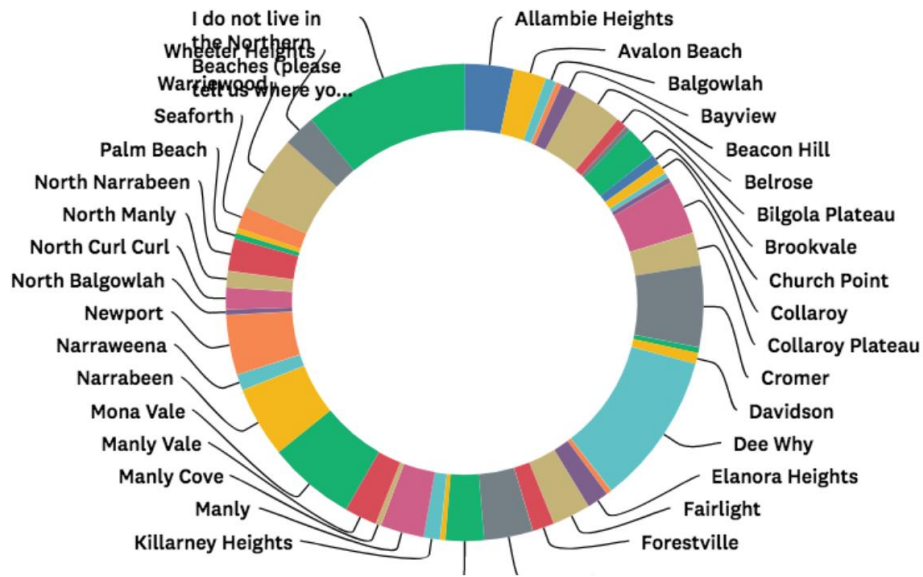
From the 'co-creation' sessions there is a strong hope and expectation from the community that the Council will be actively connected to the future, playing the role of:

- Agent "acting on our behalf"
- Connector – "connecting people and place" "social capital facilitator"
- Champion – "hero for the community and the environment"
- Steward – "Responsible for ensuring the place is enjoyed for generations to come"
- Spokesperson for community – "a non-political voice for the community".

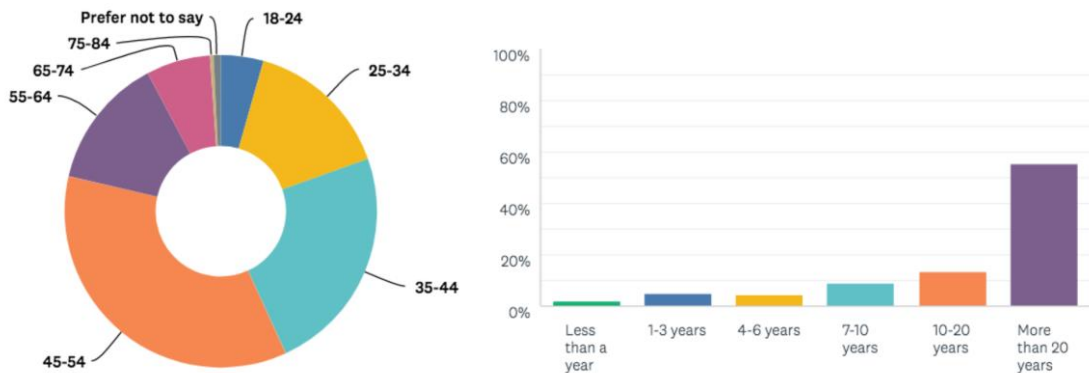
Onsite workshops, interviews and testing took place at:

- Avalon
- Belrose
- Dee Why
- Forestville
- Frenchs Forest
- Manly
- Mona Vale
- Terrey Hills
- Warriewood.

In addition to this over 100 interviews were conducted at A Taste of Manly, Frenchs Forest Organic Market, Avalon village and Dee Why. An online panel was used throughout the development of the project. A breakdown of the final 280 surveyed by location is seen below.



A good representation of ages with a strong level of residency tenure was also apparent.



In summary, the identity was co-created with community members and staff. The co-creation sessions established ambitions for the future, strategic direction, positioning, personality traits and ambitions,

Together the community and the staff have developed a vibrant colour palette and distinctive illustration style to reflect a diverse collection of flora, fauna and man-made elements synonymous with the Northern Beaches, represented in a clever way with an iconic mark for the Council and the community. The identity mark will be presented at the Council meeting on the 25<sup>th</sup> July 2017.

**TIMING**

Significant consultation with staff, community and senior Council stakeholders was undertaken throughout the duration of the project. Itemised as follows:

**Phase 1** of the project concludes 31 July 2017 and includes deliverables of:

**Community Consultation:** Conduct workshops and interview to gain community and staff input into the evolution of the identity project. Digital engagement of staff also encouraged utilising Councils existing communications platforms.



**Platform Service:** Includes the research and development of the overarching Strategy and Architecture. This includes the consultation with the key stakeholders, undertaking all relevant searches e.g. IP Australia.

**Creative development:** This is solely for the creative development and evolution of the **corporate** and place mark.

**Guidelines:** Development of Style Guides.

**Phase 2 begins (26 July 2017 – onwards)**

**Fabrication:** Development and production of all assets, digital finished art assets toolkits. This stage of the process enters normal operational processes and budgetary frameworks.

### **FINANCIAL IMPACT**

The community engagement, identity and digital information architecture project which was approved as part of the Phase 1 Transformation Projects of Northern Beaches Council has concluded.

The next phase is implementation / fabrication and there is minimal cost associated with rolling out the identity as it will be deployed as part of a program to integrate the service areas across the Local Government Area. The evolved identity will be used in print and incorporated in uniforms, e.g. pool and beach lifeguards, on building renewal works going forward, all advertising and on the website currently being developed. Such activities are part of Council's ongoing operations and have been budgeted in the 2017/2018 budget. Signage expenses required will be covered under the NSW Government's *New Council Implementation Fund* (NCIF).

### **SOCIAL IMPACT**

The social impact of the *Community Engagement, Identity and Digital Information Architecture* project will result in a unique, fresh identity and customer centric design for Council's digital offering that has been developed in conjunction with the community and a range of targeted stakeholders.

### **ENVIRONMENTAL IMPACT**

Nil