



AGENDA

FINANCE AND POLICY COMMITTEE

17 JULY 2017

MEMBERSHIP:
Mr M Kneipp (Administrator).

The meeting is scheduled to commence at _____ pm.

	Page
FPC17/43	
REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 19 JUNE 2017 (ID17/1202)	2
The Committee had before it the report of the Finance and Policy Committee meeting held 19 June 2017.	
FPC17/44	
INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT (ID17/1211)	10
The Committee had before it the report dated 7 July 2017 from the Director Corporate Services regarding Investments Under Section 625 of the Local Government Act.	
FPC17/45	
COMMUNITY ENGAGEMENT AND COMMUNICATIONS POLICY REVIEW (ID17/1213)	15
The Committee had before it the report dated 7 July 2017 from the Transition Project Corporate Communications regarding Community Engagement and Communications Policy Review.	



**DUBBO REGIONAL
COUNCIL**

Report of the Finance and Policy Committee - Meeting 19 June 2017

AUTHOR: Administrative Officer - Governance
REPORT DATE: 6 July 2017

The Committee had before it the report of the Finance and Policy Committee meeting held 19 June 2017.

MOTION

That the report of the Finance and Policy Committee meeting held on 19 June 2017, be adopted.



DUBBO REGIONAL
COUNCIL

**REPORT
FINANCE AND POLICY COMMITTEE
19 JUNE 2017**

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O'Dea), the Director Corporate Development (N Comber), the Corporate Communications Supervisor, the Director Technical Services, the Manager Fleet Management Services, the Fleet Maintenance Supervisor, the Manager Civil Infrastructure and Solid Waste, the Director Environmental Services, the Manager Building and Development Services, the Manager City Strategy Services, the Director Community Services, the Manager Social Services, the Director Parks and Landcare Services and the Transition Project Leader.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.48 pm.

**FPC17/33 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 15 MAY 2017
(ID17/953)**

The Committee had before it the report of the Finance and Policy Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the report of the Finance and Policy Committee meeting held on 15 May 2017, be adopted.

CARRIED

FPC17/34 DRAFT 2017/2018 OPERATIONAL PLAN AND BUDGET (INCLUDING DRAFT REVENUE POLICY) - FINAL DETERMINATION (ID17/971)

The Committee had before it the report dated 13 June 2017 from the Interim General Manager regarding Draft 2017/2018 Operational Plan and Budget (Including Draft Revenue Policy) - Final Determination.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That it again be noted that the draft 2017/2018 Operational Plan and Budget (including Revenue Policy and forward budgets for 2018/2019, 2019/2020 and 2020/2021) of the Dubbo Regional Council have been prepared on the basis of a consolidation of the previous Dubbo City and Wellington Councils draft Operational Plans and Budgets.
2. That the draft 2017/2018 Operational Plan and Budget (including Revenue Policy) be adopted, subject to the following amendments:
 - a. The Library Services Contribution by Council to Macquarie Regional Library being reduced by \$117,000 due to a budget overestimation.
 - b. The inclusion in the 2017/2018 Operational Plan of an amount of \$50,000 for additional Rural Road Slashing.
 - c. The inclusion in the 2017/2018 Operational Plan of an amount of a further \$35,000 towards the estimated costs of the NSW Electoral Commission in undertaking the 2017 General Election for Dubbo Regional Council.
 - d. The inclusion in the 2017/2018 Operational Plan of an amount of \$32,000 to fund a tourism partnership initiative with the NSW Government.
 - e. Council's draft 2017/2018 Revenue Policy being amended in respect of the Bodangora Aerodrome as follows:
 - i. The 'Exclusive Use of Facility - Including Runways Per Day' charge of \$500.00 specify 'Flight related'.
 - ii. The 'Exclusive Use of Facility - Including Runways Per Day' charge of \$1,133.00 specify 'Drag related' be included, and replace the previously proposed Drag Racing Events charge of \$2000.00.
 - iii. The fee for "Non-Exclusive Use of the Facility – Including Flying Events (Per Pilot) of \$50.00 be reduced to no charge.
 - iv. The fee for "Non-Exclusive Use of the Facility – Non Flying events (Per Day) of \$200.00 be reduced to no charge.
 - v. The fee for Flying Training – Circuits (per Touch & Go) of \$5.00 be reduced to no charge.
 - f. Council's draft 2017/2018 Revenue Policy being amended in respect of Parks and Landcare Services Division Functions as follows:
 - i. The existing canteen fee in respect of the Dubbo Junior Rugby League Club House being removed and replaced with a casual hire fee of \$500.00 which includes use of the Club House, canteen and post event clean;
 - ii. The charge for the Wellington Senior Rugby Union Club being \$1,300.00;

- and
- iii. The identified circus hire fee of \$1,100.00/day being deleted and circuses and other light commercial events at Ollie Robins Oval being charged at a rate of \$850.00/day being for Commercial Event Usage as currently included in the draft Policy.
 - g. Council's draft 2017/2018 Revenue Policy being amended in respect of the issuing of Section 603 Certificates such that the charge in 2017/2018 be \$80.00 per Certificate as per the approved fee determined by the Office of Local Government.
 - h. Fees for the usage of the Dubbo Pipe Band Hall being included in the 2017/2018 Revenue Policy as follows:
Dubbo Pipe Band Hall

Midnight Café	\$20.00 (inc GST) per hire
Individuals and Community Group Use	\$27.00 (inc GST) per hire (excluding parties/commercial activities)
 - i. Council's draft 2017/2018 Revenue Policy in respect of entry fees (inc GST) to the Old Dubbo Gaol for children aged 4 to 15 years being amended to be as follows:

Day Admission	\$5.50
Day Admission Additional Child on a Family Ticket	\$5.00
Groups Per Person (50+ PAX) Child Entry	\$5.00
Motel Promotion Child Entry	\$5.00
Motel Promotion Additional Child on a Family Ticket	\$4.00
 - j. Council's draft 2017/2018 Revenue Policy being amended to take into account the various revised charges as identified in the report of the Director Organisational Services dated 9 June 2017 in response to a GST compliance review.
3. That the forward forecast budgets of 2018/2019, 2019/2020 and 2020/2021 be adopted for the purpose of generally guiding future funding decisions of Council in respect of this three year period.
 4. That having regard to amendments to fees and charges at Bodangora Aerodrome resulting in budgeted income for the 2017/2018 financial year reducing from an estimated \$10,000 to \$5,000, the necessary adjustments in respect of these reductions be made at the September 2017 Quarterly Review.
 5. That a further report be submitted to Council in due course regarding the proposed fees for Bodangora Aerodrome pending a review of the facility in consultation with users and stakeholders.
 6. That it be noted that Council, in 2017/2018, will be replacing the existing speed cushions across the full width of Windsor Parade such that these cushions effectively become a speed hump and that Mrs Kelly of the Orana Gardens Resident Forum be advised of this and further advised of the status of and subsequent outcomes in respect of traffic management in Windsor Parade in Dubbo.
 7. That the proposal for the construction of a new cycle track from the Wellington Caves complex (via Wellington) to Mount Arthur Reserve (Wellington) be considered in a future review of the Wellington Bike Plan, noting that the priorities of this Plan will inform Council's future Cycleway Construction Program.
 8. That Council continue to pursue grant funding opportunities for the replacement of

Terrabella Bridge, incorporating the construction of the western end of Terrabella Road.

9. That the existing formation of the unsealed section of Terrabella Road continue to be maintained, as appropriate, pending the future realignment of the road to accommodate the future replacement of Terrabella Bridge.
10. That Council consider the manner in which it levies charges in respect of domestic waste management services on retirement villages for a report in conjunction with the preparation of Council's draft 2018/2019 Operational Plan (including Revenue Policy).
11. That flooding at 160 Gipps Street, Dubbo, emanating from the unnamed lane between Bishop and Denison Streets, Dubbo, be included on Council's Stormwater System Deficiency List for further investigation.
12. That pending advice from Statecover Mutual as to the financial impact on Council's Budget as a result of the NSW Government's decision to defer the introduction of the Fire and Emergency Services Levy (FESL), the necessary financial adjustments be made at the September 2017 Quarterly Review.
13. That the draft 2017/2018 Macquarie Regional Library Operational Plan and Budget, as displayed, be adopted.
14. That the various submissions received in respect of Council's Operational Plan and Budget be acknowledged and that submitters be thanked for their input and responded to having regard to the various resolutions of Council, as appropriate, and the comments contained within the Directors' reports.

CARRIED

FPC17/35 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT (ID17/963)

The Committee had before it the report dated 5 June 2017 from the Director Organisational Services regarding Investments Under Section 625 of the Local Government Act.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information provided within the report of the Director Organisational Services, dated 5 June 2017 be noted.

CARRIED

FPC17/36 INVESTMENT POLICY AND STRATEGY REVIEW (ID17/996)

The Committee had before it the report dated 13 June 2017 from the Manager Financial Accounting Services regarding Investment Policy and Strategy Review.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the draft Investment Policy July 2017 and the Draft Investment Strategy July 2017 as Appendix 1 and Appendix 2 as attached to this report of the Manager Financial Accounting Services dated 13 June 2017 be adopted.
2. That Council's Investment Policy and Investment Strategy be again reviewed and submitted to Council for determination via Council's Finance and Policy Committee in December 2017.

CARRIED

FPC17/37 ALCOHOL FREE ZONES WELLINGTON (ID17/804)

The Committee had before it the report dated 16 May 2017 from the Director Community Services regarding Alcohol Free Zones Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the proposed alcohol free zone to cover public roadways, footpaths and car parks as detailed in Appendices 1 and 2 of the report of the Director Community Services dated 16 May 2017 be adopted.
2. That the period of operation of the alcohol free zone in item 1 above be from 1 October 2017 to 30 September 2021 inclusive for every day of the week, 24 hours per day.
3. That the crime rates in Wellington, community concern over crime and law and order issues as detailed in this report and the low incidences of street drinking as a result of the existing alcohol free zones in the Dubbo Regional Council Local Government Area be used as reasons for the requirement of the alcohol free zone.
4. That the necessary actions in accordance with Sections 642 to 646 of the Local Government Act 1993 inclusive be undertaken to establish the proposed alcohol free zone in item 1 above.
5. That an agreement by Council to lease a section of public area for use as a restaurant under Section 125 of the Roads Act 1993 overrides the provisions of an alcohol free zone.

CARRIED

FPC17/38 QUARTERLY REVIEW OF THE 2016/2017 DUBBO SOCIAL PLAN (ID17/899)

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding Quarterly Review of the 2016/2017 Dubbo Social Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within the report of the Manager Social Services dated 30 May 2017 be noted.

CARRIED

FPC17/39 2017-2020 DUBBO REGIONAL COUNCIL DISABILITY INCLUSION ACTION PLAN (ID17/900)

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding 2017-2020 Dubbo Regional Council Disability Inclusion Action Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That Council's draft Disability Inclusion Action Plan be provided to the NSW Disability Council advising that Council's draft Plan will be the subject of further public consultation and will be further considered at Council's August 2017 Ordinary meeting of Council for determination.**
- 2. That Council's draft Disability Inclusion Action Plan be placed on public exhibition for consultation purposes for a period of not less than 28 days for a further report to be considered by Council in August 2017.**

CARRIED

FPC17/40 CHILDCARE PLACES IN DUBBO (ID17/901)

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding Childcare Places in Dubbo.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained in the report of the Manager Social Services dated 30 May 2017 be noted.

CARRIED

FPC17/41 QUARTERLY REVIEW OF THE DUBBO REGIONAL COUNCIL AGEING STRATEGY (ID17/902)

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding Quarterly Review of the Dubbo Regional Council Ageing Strategy.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within the report of the Manager Social Services dated 30 May 2017 be noted.

CARRIED

FPC17/42 REQUEST FOR ADJUSTMENT TO WATER USAGE ACCOUNT FOR UNITS 1-4/163 MACQUARIE STREET DUBBO, STRATA PLAN 31026 (ID17/960)

The Committee had before it the report dated 2 June 2017 from the Revenue Accountant regarding Request for Adjustment to Water Usage Account for Units 1-4/163 Macquarie Street Dubbo, Strata Plan 31026.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned the personal hardship of any resident or ratepayer (Section 10A(2)(b)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That a 50% reduction in water consumption billed for the period 1 December 2016 to 1 March 2017 be granted, resulting in the write off of \$11,875.57 in total granted to the unit owners in Strata Plan 31026.**
- 2. That the documents and considerations in regard to this matter remain confidential to Council.**

CARRIED

The meeting closed at 6.09 pm.

.....
CHAIRMAN



DUBBO REGIONAL
COUNCIL

REPORT: Investments Under Section 625 of the Local Government Act

AUTHOR: Director Corporate Services
REPORT DATE: 7 July 2017
TRIM REFERENCE: ID17/1211

EXECUTIVE SUMMARY

As required by Clause 212 of the Local Government (General) Regulation 2005, set out below are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 30 June 2017.

Investments when placed have been done so in accordance with the Local Government Act, Local Government Regulations and Council's Investment Policy and Strategy. Interest on investments for the month of June 2017 has been accounted for on an accrual basis for the former Dubbo City Council and a cash basis for the former Wellington Council.

This report details investments and annualised returns for the month of June 2017.

ORGANISATIONAL VALUES

Customer Focused: The investment of Council funds is undertaken in accordance with the adopted Investment Policy and Strategy which seeks to maximise returns for the community based on a conservative approach to investing.

Integrity: All of council investments are placed and managed in accordance with the adopted Investment Policy and Strategy.

One Team: Council's investments are managed under one portfolio.

FINANCIAL IMPLICATIONS

Interest earned on investments has been included within Council's 2016/2017 Operational Plan.

POLICY IMPLICATIONS

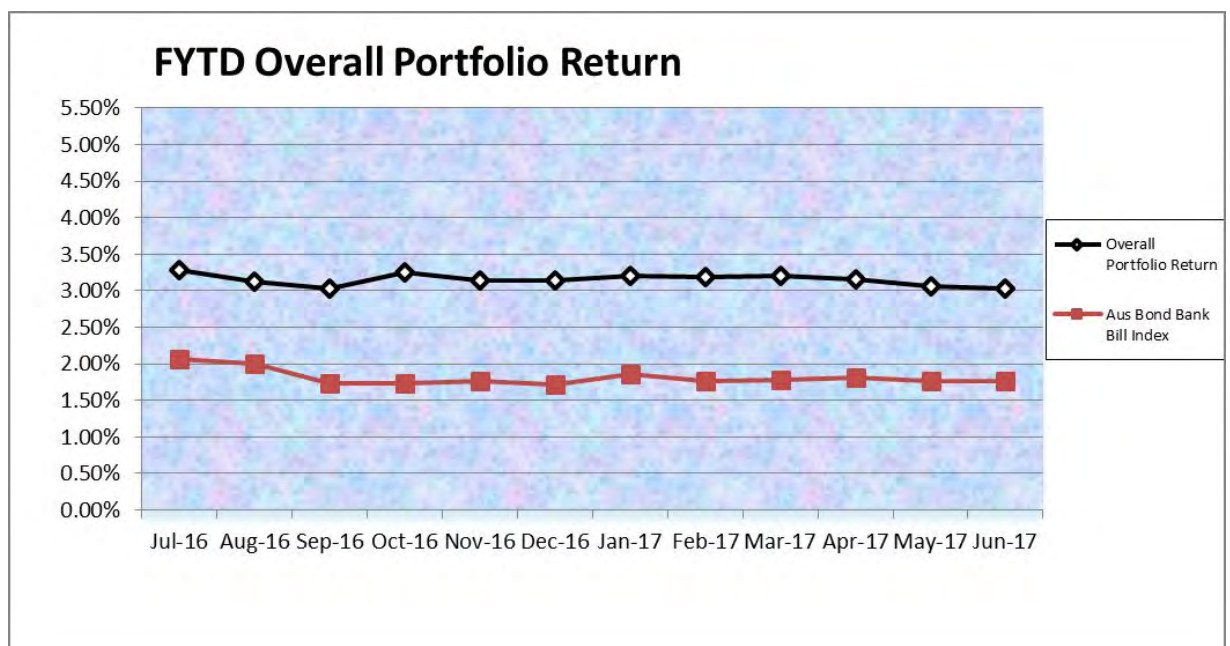
There are no policy implications arising from this report.

RECOMMENDATION

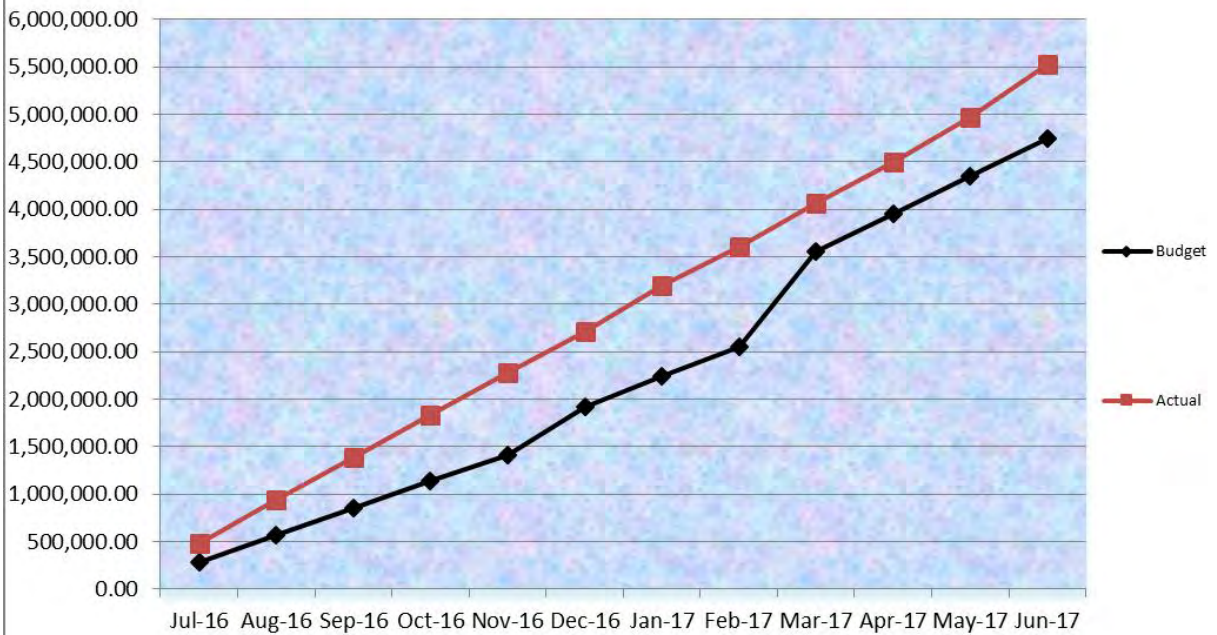
That the information provided within the report of the Director Corporate Services, dated 7 July 2017 be noted.

Craig Giffin
Director Corporate Services

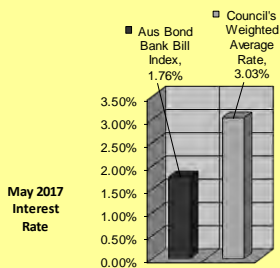
JUNE 2017 REPORT					
Investments	Notes	2017	2017	2017	2017
		Total	Current	Non-Current	Total
		As at 31/05/2017	Maturity By 30/06/2018	Maturity After 30/06/2018	As at 30/06/2017
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		\$689,886.46	\$26,600.00	\$0.00	\$26,600.00
Cash-Equivalent Assets (1)					
- Deposits At Call		\$28,590,705.70	\$23,473,981.84	\$0.00	\$23,473,981.84
Total Cash & Cash Equivalents	6(a)	\$29,280,592.16	\$23,500,581.84	\$0.00	\$23,500,581.84
Investments (Note 6b)					
- Long Term Deposits > 3 Months		\$126,373,331.83	\$41,638,024.57	\$101,983,232.37	\$143,621,256.94
- NCD's and FRN's > 3 Months		\$21,251,551.82	\$4,000,000.00	\$17,251,551.82	\$21,251,551.82
- CDO's		\$0.00	\$0.00	\$0.00	\$0.00
Total Investments	6(b)	\$147,624,883.65	\$45,638,024.57	\$119,234,784.19	\$164,872,808.76
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS					
		\$176,905,475.81	\$69,138,606.41	\$119,234,784.19	\$188,373,390.60
(1) Those Investments where time to maturity (from date of purchase) is < 3 months					



Budget to Actual - Interest on Investments



Performance Benchmark as per Council Policy



Investment % Held as per Council Policy

Institution	\$ Invested	% Invested	% Allowable	\$ Allowable
Cash on Hand and at Bank				
CASH ON HAND AND AT BANK	26,600.00	0.01%		
Direct Investments				
AMP BANK	10,099,069.34	5.36%	20%	37,674,678
ANZ BANK	3,032,026.44	1.61%	30%	56,512,017
BANK OF QUEENSLAND	32,121,294.55	17.05%	10%	18,837,339
BENDIGO ADELAIDE BANK LIMITED	6,500,000.00	3.45%	10%	18,837,339
COMMONWEALTH BANK	19,000,000.00	10.09%	30%	56,512,017
HERITAGE BANK	2,000,000.00	1.06%	10%	18,837,339
MACQUARIE CREDIT UNION	1,000,000.00	0.53%	1%	1,883,734
NATIONAL AUSTRALIA BANK	33,092,886.07	17.57%	30%	56,512,017
ST GEORGE BANK	49,500,000.00	26.28%	30%	56,512,017
SUNCORP METWAY	12,001,514.21	6.37%	20%	37,674,678
WESTPAC BANK	16,000,000.00	8.49%	30%	56,512,017
TOTAL DIRECT INVESTMENTS	184,346,790.60	97.86%		
Grandfathered Investments				
NEWCASTLE PERMANENT BUILDING SOCIETY	3,000,000.00	1.59%		BBB
QLD TEACHERS MUTUAL BANK LTD	500,000.00	0.27%		BBB
TEACHERS MUTUAL BANK LTD	500,000.00	0.27%		BBB
TOTAL GRANDFATHERED INVESTMENTS	4,000,000.00	2.12%		
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS	188,373,390.60	100.00%		

SUMMARY

Dubbo Regional Council outperformed the 11am Official Cash Rate market benchmark of 1.50%, with an average annualised return of 1.95% for its At Call investments for the month of June 2017. Council also outperformed the Bloomberg AusBond Bank Bill Index of 1.76% for the month, with an average annualised return of 3.03% for its overall portfolio return, including an average annualised return on Term Deposits and Floating Rate Notes of 3.19%.

On the 22 May 2017 Standards and Poor (S&P) downgraded the credit rating of 23 financial institutions. Previously, when Council placed investments with these financial institutions they were in accordance with the Local Government Act, Local Government Regulations and Council's Investment Policy and Strategy. The impact of the credit rating downgrades has changed where the investments held with these financial institutions fit within Council's Investment Policy and Strategy.



DUBBO REGIONAL
COUNCIL

REPORT: Community Engagement and Communications Policy Review

AUTHOR: Transition Project Corporate
Communications
REPORT DATE: 7 July 2017
TRIM REFERENCE: ID17/1213

EXECUTIVE SUMMARY

As part of the overall policy review Dubbo Regional Council requires new policies adopted for Community Engagement; Media Protocols; and Corporate Image.

Furthermore, as a result of the report *Engaging our community with better communication* presented to Executive Staff in February 2017 which endorsed the use of new and more flexible communication techniques and requested a strategy to better engage our community through communication, a Community Engagement and Communication Plan has been developed to provide a framework for an ongoing conversation with the community driven through the Communications and Stakeholder Engagement branch.

The Plan and associated policies provide an appropriate framework to guide community engagement and communication and ensure organisation wide key messages are delivered to the community in order to improve the core performance areas of Community consultation and engagement and informing the community as defined in the Local Government Community Satisfaction Survey first conducted for Dubbo Regional Council in September 2016.

ORGANISATIONAL VALUES

Customer focused: The Community Engagement and Communications Plan and associated policies were developed in response to findings in the 2016 Community Satisfaction Survey which identified informing the community and community consultation and engagement as improvement areas. The Policies have been written to support open and transparent communication with customers.

Integrity: The Community Engagement and Communication Plan establishes minimum standards and which Council will formally commit to.

One Team: By reviewing Policies that apply to the whole organisation the Community Engagement and Communication Plan encourages team work and consultation across the organisation with all internal stakeholders.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

New Council policies for Community Engagement and Communication, Media Protocols and Corporate Image are recommended for adoption, superseding the policies of the former Dubbo City and Wellington Councils.

RECOMMENDATION

- 1. That the report of the Transition Project Corporate Communications, dated 7 July 2017 and the Community Engagement and Communication Plan attached as Appendix 1 be noted.**
- 2. That the draft Community Engagement and Communication Policy attached as Appendix 2 to the report of the Corporate Communications Supervisor dated 7 July 2017 be adopted for the purposes of Public Exhibition for a period of 28 days.**
- 3. That the draft Media Protocols Policy attached as Appendix 3 to the report of the Corporate Communications Supervisor dated 7 July 2017 be adopted**
- 4. That the draft Corporate Image Policy attached as Appendix 4 to the report of the Corporate Communications Supervisor dated 7 July 2017 be adopted.**
- 5. That a further report on the outcomes of the Public Exhibition of the draft Community Engagement and Communications Policy be considered by Council.**

Andrew Woodcock
Transition Project Corporate Communications

BACKGROUND

Effective and open communication is integral to ensuring Dubbo Regional Council meets the needs and expectations of the community.

Since the amalgamation of Dubbo and Wellington councils on 12 May 2016 Council has been operating under interim protocols in relation to communication and community engagement.

The Dubbo Regional Council Communication and Engagement Plan (the Plan), **Appendix 1**, has been developed to guide open, honest and transparent communication between Council and the community and ensure there are opportunities for community consultation and participation in Council's decision making.

The Plan and the associated policies provide the parameters for Council's ongoing communication and engagement. It establishes minimum standards which Council will formally commit to and defines the responsibilities and accountability for Council representatives and staff in informing and involving the community.

The Plan and policies also contribute to Dubbo Regional Council meeting a key deliverable of the merger reform process of having consistent, systematic engagement with the community delivered and continued.

REPORT

Community Engagement and Communications Plan

The Dubbo Regional Council Communication and Engagement Plan (the Plan), **Appendix 1**, has been developed to guide open, honest and transparent communication between Council and the community and ensure there are opportunities for community consultation and participation in Council's decision making.

In developing the Plan it is acknowledged that many interactions with Council occur in informal ways as well as through more structured formal communication. The same principles should apply to formal and informal community engagement and communications as both are key drivers of community satisfaction.

This Plan describes a framework for successful Community Engagement and the primary methods Council will use to inform the community. Community engagement and communication are defined in the Plan as:

Community engagement is the process of Council and groups of people working cooperatively around an issue prior to Council determining a decision or a direction on that issue.

Engagement can include:

- Gathering and provision of information
- Consultation
- Participation

Communication is a process for informing the community about Council services, programs and decisions. Communication may be formal and structured or informal and less structured to meet the needs of a particular audience. Communication is a vital component of community engagement.

The Plan describes Council's commitments in regards to undertaking community engagement and communications and describes the respective processes and responsibilities of staff.

Community Engagement Policy

The draft Community Engagement Policy, **Appendix 2**, supersedes the policies of the previous Dubbo City Community Participation in Council Decision Making Policy and Wellington Community Engagement Policy.

The draft Policy recognises that effective community engagement and communication has benefit to Council and the community. Such benefits include:

- Better outcomes through understanding needs and views of the community and customers
- Outcomes that are broadly supported by the community
- Increased satisfaction with Council services, operations, staff and elected officials
- Increased awareness, understanding and acceptance of decisions made
- Development of solutions to local issues through Council/community partnerships
- Increased community understanding of Council processes and responsibilities

The draft Policy commits Council to engaging the community in the following circumstances:

- Where there is a legislative/statutory requirement
- When Council resolves to undertake community consultation
- On issues that have the potential to affect the delivery of services or facilities that contribute to community well-being, growth and prosperity
- When identifying and understanding the needs and priorities of the community for the purposes of strategic planning
- To monitor and evaluate community satisfaction with Council or Council services

This draft Policy is recommended for Public Exhibition as it relates to interactions with the Community beyond operational functions.

Media Protocols Policy

The draft Media Protocols Policy, **Appendix 3**, supersedes the policies of the previous Dubbo City Council Media Protocols Policy and Wellington Council's Media Policy.

This draft Policy formally recognises the Mayor and the General Manager as the official spokespersons of Council with authority delegated to Committee Chairs, Directors and managers on a case by case basis dependent on the nature and complexity of the inquiry.

The Policy objectives are:

- Provide guidelines relating to the authorisation of Council spokespersons;
- The roles and responsibilities for Council staff in terms of media management and the pro-active promotion of Council's services, events and activities;
- Ensure the media receives accurate information in a timely manner;
- Ensure the community and other stakeholders are kept abreast and informed about Council decisions, developments, policies and major projects;
- Ensure media spokespersons are skilled and feel confident to communicate with print, online and broadcast media.

Dubbo Regional Council has a productive relationship with local media and this policy will continue to support the provision of information to the media and timely and accurate responses to media inquiries.

Corporate Image Policy

The draft Corporate Image Policy, **Appendix 4**, supersedes the policy of the previous Dubbo City Council Corporate Image Policy. The former Wellington Council did not have a similar policy.

This policy protects Dubbo Regional Council's brand and ensures it is represented in a professional, unified, consistent and positive manner.

The draft Policy references the Brand Guidelines previously adopted by Council and describes the appropriate use of the corporate logo, use of other Council brands and facilities logos, managing the corporate brand and the use of the internal Graphic Design services to ensure consistency, adherence to Brand Guidelines, compliance with this policy and value-for-money production of promotional and information material and collateral.

SUMMARY

The Dubbo Regional Council Communication and Engagement Plan has been developed to guide open, honest and transparent communication between Council and the community and ensure there are opportunities for community consultation and participation in Council's decision making.

It is supported by Council Policies for Community Engagement, Media Protocols and Corporate Image to provide guidance to Council staff when undertaking community engagement, interacting with the media or developing communication resources.

Together, the Plan and the Policies provide a consistent framework to deliver improved community engagement and communication for the community leading to improved community satisfaction in these areas.

Appendices:

- [1](#) DRC Community Engagement and Communication Plan - draft for FPC
- [2](#) DRC Council Policy - Community Engagement and Communication
- [3](#) DRC Council Policy - Media Protocols
- [4](#) DRC Council Policy - Corporate Image



Community Engagement and Communication Plan

Informing and involving our community



DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

TABLE OF CONTENTS

Introduction

Statement of Integrity

Community Engagement

PLANNING

IAP2 PUBLIC PARTICIPATION SPECTRUM

RESPONSIBILITIES OF COUNCIL STAFF

STAFF DEVELOPMENT

POLICY AND RESOURCES

Communications

PURPOSE

OUR STORY

THE COMMUNICATIONS ENVIRONMENT

COMMUNICATION OBJECTIVES

OFFICIAL COUNCIL COMMUNICATION

THIRD PARTY COMMUNICATION SOURCES

RESPONSIBILITIES OF COUNCIL STAFF

ROLE OF CORPORATE COMMUNICATIONS

References

APPENDIX 1:

DUBBO REGIONAL COUNCIL COMMUNITY ENGAGEMENT AND COMMUNICATION POLICY

APPENDIX 2

DUBBO REGIONAL COUNCIL MEDIA POLICY

APPENDIX 3

DUBBO REGIONAL COUNCIL CORPORATE IMAGE POLICY

APPENDIX 4

TOOLKITS AND RESOURCES



DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

INTRODUCTION

Effective and open communication is integral to ensuring Dubbo Regional Council (DRC) meets the needs and expectations of the community.

Engaging, relevant and consistent communication is also important so the community can be satisfied that DRC is a well-managed Council that provides value for money and is meeting community expectations.

The Dubbo Regional Council Communication and Engagement Plan (the Plan) has been developed to guide open, honest and transparent communication between DRC and the community and ensure there are opportunities for community consultation and participation in Council's decision making.

The Plan aims to create aware and informed citizens and ensure DRC proactively provides relevant and useful information to the community.

In developing the Plan it is acknowledged that many interactions with Council occur in informal ways as well as through more structured formal communication. The same principles should apply to formal and informal community engagement and communications as both are key drivers of community satisfaction.

This Plan describes a framework for successful Community Engagement and the primary methods DRC will use to inform the community.

Definitions

Community engagement is the process of DRC and groups of people working cooperatively around an issue prior to DRC determining a decision or a direction on that issue.

Engagement can include:

- Gathering and provision of information
- Consultation
- Participation

Communication is a process for informing the community about Council services, programs and decisions. Communication may be formal and structured or informal and less structured to meet the needs of a particular audience. Communication is a vital component of community engagement.

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

STATEMENT OF INTEGRITY

DRC is committed to acting with integrity and professionalism when undertaking community engagement and in all communications.

DRC representatives are committed to developing community engagement processes which proactively seek and encourage contributions from affected and interested community sectors and ensuring processes are inclusive and accessible.

DRC will be accountable for delivering the results we promise as an outcome of community engagement and providing consistent, relevant and timely communications.

The community can expect DRC to be open, honest and transparent in communicating with the community and provided with timely, relevant and accurate information about decision making, services and programs.

COMMUNITY ENGAGEMENT

Planning

Successful community engagement needs to be well planned, have properly defined objectives and consider any minimal legislative requirements.

When undertaking community engagement DRC will:

- Seek out and encourage contributions from people who may be affected by or interested in a project, initiative, issue or Council decision
- Clearly state the objectives of the community engagement so there is understanding on the degree of influence of the community engagement
- Provide relevant, timely and balanced information so people can contribute in a meaningful way
- Use a variety of appropriate and accessible ways for targeted community groups to have a say
- Actively listen and fairly report on community input so that people's ideas and input assist in making a decision
- Be respectfully curious about community views and perspectives, free from bias
- Consider the needs and interests of all people in the decision-making process
- Allocate adequate resources, including time, skills and funding to community engagement processes
- Tell the community about the final decision, and how their input was considered

IAP2 Public Participation Spectrum

Community engagement planning will be informed by the Public Participation Spectrum developed by the International Association for Public Participation (IAP2) which outlines five levels of public participation.



DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

This spectrum provides important context for staff planning community engagement and highlights the community's role in decision making. The table below is based on the IAP2's Public Participation Spectrum and illustrates DRC's involvement and examples of community engagement.

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide balanced and objective information to help raise awareness or to educate about a Council service or decision.	To obtain Feedback, ideas, comments, alternatives or proposals to inform Council decisions.	To work directly with affected groups to ensure concerns and aspirations are considered in Council services or decisions	To partner with the public to develop alternatives identified preferred solutions.	To place final decision making in the hands of the community.
DRC role	We will provide information through formal and informal communication.	We will seek your feedback on drafts and proposals, listen to and consider concerns or alternatives and provide feedback on decisions made.	We will involve groups of people in the process to ensure community concerns and aspirations are reflected in proposals	We will collaborate to develop services and programs that incorporate public advice and recommendation into Council decisions	We will implement what Council decides.
Community role	Listen	Contribute through Council channels	Participate through Council channels	Partner through Council channels	Determine Council actions

The level of impact and complexity of a project will also influence the community engagement process. DRC staff will consider the impact when preparing a community engagement plan and determining appropriate methods for engagement.

The types of community participation required will be determined by the impact of the issue, project or plan – the effect of an action or change on the community

Impact is determined by:

- complexity of the issue, project or plan
- cost of issue, project or plan (i.e. high profile works)
- number of people affected
- variety of groups affected
- timing/emergency of the issue
- level of ownership required at the end of the project

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

High impact issues include issues which affect large sectors of the LGA or the whole LGA or where there is a significant change to a service or facility.

At any time during a project, issue or action, it may be necessary to reassess the level of impact and vary the consultation approach accordingly.

Responsibilities of Council staff

Council staff have a responsibility to ensure the following steps are followed when planning and undertaking community engagement.

1. Define the project

The first step is to clearly define the objectives of community engagement. A summary of current issues or background should be included to provide context.

- Questions to consider include:
- What is the purpose of the community engagement?
- What are the potential problems, issues or opportunities to be addressed?
- What statutory or legislative requirements do you have?
- What is the scope of the community engagement?
- Have all DRC stakeholders (including Corporate Communications) been informed?
- What is the reporting and decision making process?

2. Determine the level of impact and influence

The level of impact has a direct correlation to the ways the community can participate in the community engagement. High impact projects are those that impact large sectors of the LGA, may have high potential for controversy or involve a significant change in services or facilities. Lower level impacts may involve a change or service improvement at a local level or minor change to regional facilities or services. Questions to consider the level of impact

- What is the size of the stakeholder group likely to be affected?
- What is the diversity of community groups affected?
- Is there existing controversy in the community?
- Are there financial impacts on the community or to Council?
- What are the impacts on State or regional strategies or directions?
- Does this relate to a local or regional service or facility?

The level of influence may be governed by legislation or statutory requirements or there may be other predetermined factors that limit the level of influence community engagement can have on a Council decision of identified issue. Questions to consider include:

- What legislation applies to the decision?
- Is the issue within Council's decision making jurisdiction?
- How will information from the community engagement be reported and used?
- Are there time constraints or other limiting factors that affect the process?

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

3. Determine type of participation

The level of community engagement should be identified against one of the five levels described in the IAP2 Public Participation Spectrum



4. Review stakeholders and select appropriate engagement methods

Developing a comprehensive list of stakeholders and selecting a range of appropriate and inclusive engagement methods which encourage participation is required to ensure successful outcomes.

Stakeholder groups may include: residents, government departments, businesses, non-government organisations, community groups, and selected demographic or geographic groups.

A wide range of methods are available to planners of community engagement. Selecting the appropriate methods should consider any barriers to participation, the complexity of the issue or decision and time and resources available to undertake community engagement.

Traditional methods for community engagement may include public exhibitions, written submissions sought from stakeholders, community surveys, polls, media communication, public meetings, workshops and information sessions.

Other methods may also be considered either organisationally or project specific such as working parties or advisory groups, strategic reference groups/citizen juries in order to address more complex matters or issues of particularly high impact.

5. Develop timeframes and resources

DRC staff are responsible for developing a community engagement plan that includes a timeline of key engagement activities, details the budget and resources required and establishing any cross functional teams required in order to implement the engagement program.

Project managers are to consider the impact on other DRC Divisions and ensure internal stakeholders are consulted during the planning phases.

Corporate Communications is to be advised of all community engagement projects during the initial planning stages.

6. Feedback, reporting and evaluating

The process for evaluating feedback, responding to the community and reporting requirements are to be considered as part of the Community Engagement planning. Questions to consider in this step include:

- How are you going to communicate with stakeholders?
- Can you capture participants contact details to provide feedback during the project and after the decision has been made
- What format will participants feedback be used in the decision making process?

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

- Who will make the final recommendations and how will these be reported to Council?
- How can you ensure the opinions and views expressed during community engagements are accounted for when decisions are made?
- How will you evaluate the success of the community engagement program?
- At the conclusion of the program will there be a review to ask what could have been done better?

Staff development

In order to maintain a high degree of understanding of community engagement planning and methodology DRC Managers and project leaders should include appropriate training in their personal development plans.

Training opportunities can be identified through Council's Performance Management and Review process. Organisations which provide training and short courses in Community Engagement include the International Association for Public Participation Australasia (IAP2) and the Institute of Public Works Engineering Australasia (IPWEA).

Policy and resources

Council's Community Engagement approach is supported by the Community Engagement and Communications Policy (Appendix 1) which meets legislative responsibilities to actively engage with the local community and ensure Council's decision making recognises diverse local community needs and interests.

This Plan and additional resources as listed in Appendix 4 should be utilised by DRC staff to develop and implement appropriate Community Engagement Plans which deliver benefits to the community and to DRC.

COMMUNICATION

Purpose

DRC's purpose of communication is to create aware, informed citizens of Dubbo Regional Council area and to facilitate positive engagement between DRC and the community.

DRC has a culture of open, honest and transparent communication with the community. This is assisted by a resourced Corporate Communications team which proactively creates and distributes timely, accurate and relevant information about Council services, decisions and programs.

A positive communication program supports the Council's purpose to make our community a great place to live, work and play.

Our story

Dubbo Regional Council has a vision to have a great community and be a great Council.

As a regional Council our community includes the people that live, work and play across our local government area from the dynamic city of Dubbo to the heritage-rich country town of Wellington and the Villages and properties that make up our diverse farming areas.

**DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN**

Dubbo Regional Council carefully manages community assets including roads, parks and reserves, recreation and cultural facilities. We provide value for money for residents and ratepayers by delivering quality services with a direct benefit to individuals and the wider community.

We are committed to great customer service and our strategies and initiatives are developed to meet customer and community expectations.

Our people are residents of the local area who are proud to be part of the community and proud of the professional standards of workmanship and service that Council uphold.

Key Facts

- Geographic Area: 7,536km²
- LGA Population: 51,499
- Population City of Dubbo: 41,000
- Population town of Wellington: 9,000
- Annual revenue from rates: \$41.3M
- Number of Wards: 5
- Number of councillors per ward: 2

The communications environment

The way people communicate with each other and the way organisations communicate with customers and stakeholder continues to change and evolve at a rapid pace. In general terms communication consumption habits are changing with greater numbers of people obtaining information from internet sources and social media.

Furthermore, there is an expectation that information will be available when and where the audience requires. The high proportion of personal technology devices also means the community can access 'news' as it happens. Consumption habits have also changed with individuals able to select preferred formats which have driven the rise in video, images, graphics, illustrations, audio and text.

While personal communication habits are evolving and increasingly reliant on social media there is still high representation of news media in the local area. (Table 1: Media outlets in Dubbo Regional Council area). DRC recognises the important role the 'media' plays in providing information that helps the public make decisions and is fundamental to Australia's notion of democracy and civil society.

To adapt to the changing communications environment and meet expectations of ratepayers, residents, businesses and other stakeholders DRC is utilising a range of official Council channels to communicate directly to specific audiences and to tailor information to meet the needs of those audiences.

DRC will also employ mass media styles of communication such as advertising and sponsored content where appropriate to deliver information to an entire public.

DRC will continue to ensure journalists and media outlets, locally and further afield have access to information of public interest through the proactive distribution of information through news media channels and responding and interacting positively with journalists, presenters and broadcasters.

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

Outlet	Ownership
ABC Western Plains	Australian Broadcasting Corporation
2DU	Western Broadcasters
Prime News Central West	Prime 7 Media
Win News Central West	Win Television Network
Nine Regional News	Southern Cross Austereo
Hit 95.9 (formerly Star FM)	Southern Cross Austereo
Zoo-FM	Western Broadcasters
Wellington Times	Fairfax Media
Daily Liberal	Fairfax Media
Mailbox Shopper	Fairfax Media
DC FM 88.9	Community Radio
Binjang Radio	Community Radio
Dubbo Photo News	Panscott Media
What's on in Dubbo	Michael Coward

Communication objectives

The Dubbo Regional Council 2016 Community Satisfaction Survey identified the most important issues needed for improvement. The top issues included:

- Providing value for money for my rates
- Being a well-run and managed Council
- Sealed road maintenance
- Maintenance of unsealed roads
- Community consultation
- Communication
- Elected Councillors
- Business development
- Waste management

DRC's communications objectives are to support improvement in these areas.

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

Official Council communication - Connecting Council and the Community

CUSTOMER SERVICE CENTRE

DRC operates Customer Service Centres in Dubbo and Wellington. Customer Service Centres are Council's one-stop-shop of information for the general public. Specially trained customer service staff manage all face-to-face and telephone enquiries from 9am to 5pm Monday to Friday. Phone 6801 4000.

CORRESPONDENCE

All correspondence to Council should be addressed to the General Manager and also marked to the relevant staff officer's attention and sent to:

Dubbo Regional Council, PO Box 81 Dubbo NSW 2830

Correspondence may also be emailed to council@dubbo.nsw.gov.au

COUNCIL NOTICES

Council Column: Every Thursday a 'Council Column' is published in the Daily Liberal newspaper featuring information about proposed developments, draft policies, positions vacant, tenders, quotations, public notices and Council and Committee meeting dates and times.

DRC Snapshot: Every Thursday the "DRC Snapshot" is published in the Dubbo Photo News. It provides information and short updates on events, projects and general council news.

This information is also available on Council's website: dubbo.nsw.gov.au

Selected notices are reproduced in the weekly edition of the Wellington Times published each Wednesday.

COUNCIL NEWSLETTER

Once a month Council publishes a community newsletter featuring information about major projects, opportunities for public consultation, Council meeting outcomes, upcoming meetings and other relevant information.

The newsletter is available by email on subscription from www.dubbo.nsw.gov.au.

WEBSITE

The DRC website www.dubbo.nsw.gov.au includes up-to-date information about Council services as well as meeting business papers, media releases, public notices, positions vacant, information about submitting development applications, booking information for parks and sporting facilities and various other documents relating to Council's operations.

DRC FACEBOOK

DRC's primary official facebook channel is facebook/Dubbo Regional Council

The page is monitored by Council staff. Requests for services are best directed to

council@dubbo.nsw.gov.au or Customer Service Centre 6801 400 to be included in Council's Customer Request Management System for action as required. Urgent inquiries should be reported to the Customer Service Centre on 6801 4000.

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

OTHER SOCIAL MEDIA

DRC maintains a number of other social media channels and platforms to assist with specific purposes. These include Dubbo City and Wellington Tourism, DRC twitter and Youtube as well as platforms associated with Council facilities such as the DRTCC and WPCC.

PUBLICATIONS

DRC may from time to time produce and distribute a variety of publications including fact sheets, community notices, reports, videos and subject specific newsletters. Such publications will be tailored to meet the needs of specific audiences determined by project managers and communications staff.

PUBLIC DOCUMENTS

DRC provides a number of documents to inform the community about Council operations. These include:

- Community Strategic Plan
- Delivery Program and Annual Operational Plan
- Statutory Annual Report

These documents can be accessed at Council's Customer Service Centres in Dubbo or Wellington or via www.dubbo.nsw.gov.au

Third Party Communication Sources

DRC recognises a wide range of third parties including media, online blogs, other social media channels and community newsletters may carry information about Council projects, decisions and initiatives.

MEDIA

Media interaction is undertaken in line with the Dubbo Regional Council Media Policy (Appendix 2) which supports the distribution of relevant information through the media and governs protocols for staff and elected representative's interactions with media. Media interactions include the production and distribution of media releases, media statements, briefing media representatives, conducting interviews, media access to Council facilities, advertising and providing information for non-news media such as journals and corporate publications.

Media are also encouraged to utilise publicly available information through Council's official channels as reference material for their own purposes.

Media includes all outlets described in Table 1. Media also includes any individual or organisation producing print, broadcast or online information available for public use or published publicly.

Articles published or broadcast through media and other third party outlets is not considered an official Council channel.

ADVERTISING AND THIRD PARTY CONTENT

DRC recognises advertising can be an effective communication method to reach a desired audience at a financial cost. It allows a measure of control over what is said and when it is said. It is an essential ingredient in Council's marketing mix, which also includes promotion and public relations.

**DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN**

DRC may from time to time enter commercial arrangements with media outlets or other third party sources to provide advertising, sponsored content, print, audio or video content which supports Council's communication objectives.

Advertising may include but is not limited to print media advertising such as newspapers, magazines and periodicals, broadcast media such as television, radio and cinema, sponsorship of community media, radio, programs, or segments, online such as paid website advertising and social media advertising and other peripheral media such as bus and billboard advertising, signage, posters and fliers.

Such commercial arrangements are made and approved on a case-by-case basis in line with Council's Management Policy - Purchasing and Procurement. Details of commercial arrangements are confidential.

Responsibilities of Council staff

Council staff are expected to act with integrity and professionalism when communicating directly or preparing communication material for the community. In addition Council staff are to:

- Consult with DRC's Corporate Communications team in respect of information being communicated to the community
- Use plain English when preparing communication material
- Ensure Council's official channels are fully utilised for communicating and distributing information to the public
- Prepare communications plans as part of planning processes for projects which impact the community
- Advise all relevant internal stakeholders (such as customer service, Corporate Communications, Executive staff) before commencing a communication plan or campaign
- Cooperate with Corporate Communications to ensure community and stakeholders (including media) are provided with accurate, relevant and timely information in response to requests made
- Ensure the professional production of project collateral such as printed fact sheets, letters, advertising and video by utilising DRC's in-house Graphic Design Service
- Comply with Council's relevant policies including Brand Guidelines, Media Policy, Community Engagement Policy and Social Media (Management) Policy

All staff have a responsibility to support Council's Corporate Image by acting with integrity and in a courteous, respective manner which upholds Council's Values.

Role of Corporate Communications

The DRC Corporate Communications team operates within Council's City Development and Communications branch. The team has overall accountability for Council's Corporate Image which is the way DRC is perceived by stakeholders and the community. Corporate Communications has direct responsibility in areas of Corporate Identity and branding, media and public relations, websites and on-line presence and communication.

Corporate Communications has a responsibility to ensure the timely, accurate and relevant distribution of information aligned to the objectives stated in this Plan.

**DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN**

Corporate Communications also provides services to managers and project leaders to ensure the community and stakeholder groups are informed of projects, services and decisions that may affect them.

DUBBO REGIONAL COUNCIL
COMMUNITY ENGAGEMENT AND COMMUNICATIONS FRAMEWORK
REFERENCES

APPENDIX 4: COMMUNITY ENGAGEMENT AND COMMUNICATION TOOLKITS AND
RESOURCES

Community Engagement

International Association of Public Participation Australasia <https://www.iap2.org.au>

Institute of Public Works Engineering Australasia (IPWEA) Levels of Service and Community
Engagement Practice Note 8 Levels of Service www.ipwea.org/practicenotes

Centre for Excellence in Local Government (University of Technology Sydney) Community
Engagement Resources for Local Government An annotated bibliography August 2011
<https://opus.lib.uts.edu.au/handle/10453/42055>

Community Builders.nsw Community Engagement Resources on What is Community Engagement
and Perspectives of Community Engagement [http://www.communitybuilders.nsw.gov.au/building-
community/community-engagement](http://www.communitybuilders.nsw.gov.au/building-community/community-engagement)

NSW Office of Local Government Community Engagement
[https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/development-and-
support/community-engagement](https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/development-and-support/community-engagement)

Communications

Content Marketing for the Government Sector; <http://contentgroup.com.au/>

C Howard, A. 2012. Connecting with Communities: How Local Government Is Using Social Media to
Engage with Citizens. ANZSOG Institute for Governance at the University of Canberra and Australian
Centre of Excellence for Local Government. <https://opus.lib.uts.edu.au/handle/10453/42107>



COUNCIL POLICY

Community Engagement and Communication

Date

Council Resolution Date

Clause Number

Responsible Officer Manager Communications and Stakeholder Engagement
Position Manager Communications and Stakeholder Engagement
Branch Communications and Stakeholder Engagement
Division Economic Development and Business
Version
TRIM Reference Number
Review Period
Review Date
Consultation Executive Staff/Managers

Document Revision History	
Description	Date
To ensure that councils participation processes are appropriate, accessible, well planned and adequately resourced and that all community participation is undertaken in accordance with the principles of this policy	22/09/2016
Retitled from Community Participation in Decision making to better reflect purpose of policy. Simplified policy and aligned to new Community Engagement and Communication Strategy	12/4/2017
Notes	
Updated to new Dubbo Regional Council Template	

POLICY

PURPOSE

To ensure that Dubbo Regional Council (DRC) conducts appropriate community engagement and communication which, at a minimum, meets legislative requirements and encourages community participation in Council's decision making.

This policy clarifies an open and transparent processes for informing, involving and engaging the community and the role of the Communications and Stakeholder Engagement branch (Communications team) and other Council staff.

BACKGROUND AND RELATED LEGISLATION

Related Legislation

Environmental Planning and Assessment Act, 1979 and Regulation
Local Government Act, 1993

Related Council Policies

Dubbo Regional Council Image Policy
Dubbo Regional Council Media Policy

SCOPE

This policy applies to all Council operations and functions. This extends to all Council representatives and staff involved in the process of community engagement and communications.

DEFINITIONS

Community engagement is the process of DRC and groups of people working cooperatively around an issue prior to DRC determining a decision or a direction on that issue.

Engagement can include:

- Gathering and provision of information
- Consultation
- Participation

Communication is a process for informing the community about Council services, programs and decisions. Communication may be formal and structured or informal and less structured to meet the needs of a particular audience. Communication is a vital component of community engagement.

Community refers to all stakeholders including but not limited to residents, ratepayers, interest groups, organisations and individuals with an interest in the Dubbo Regional Local Government Area and the services, functions and future direction of Dubbo Regional Council.

POLICY

Dubbo Regional Council recognises that effective community engagement and communication has benefit to Council and the community. Such benefits include:

- Better outcomes through understanding needs and views of the community and customers
- Outcomes that are broadly supported by the community
- Increased satisfaction with Council services, operations, staff and elected officials
- Increased awareness, understanding and acceptance of decisions made
- Development of solutions to local issues through Council/community partnerships

- Increased community understanding of Council processes and responsibilities

Community engagement planning will be informed by the Public Participation Spectrum developed by the International Association for Public Participation (IAP2) which outlines five levels of public participation; inform, consult, involve, collaborate and empower.

Council will consider the level of impact and complexity of a project prior to conducting a community engagement process and prepare a community engagement plan and determine appropriate methods for engagement that align with the determined level of impact.

Council will utilise Council owned channels and platforms to inform the community of opportunities for community engagement and to communicate Council services, programs and decisions.

Principles

The following principles will underpin Dubbo Regional Council's approach to community engagement and communication. Dubbo Regional Council will:

- inform the community about Council's decision-making processes about long term planning, asset management and service delivery;
- ensure that participation processes are clear about the decision to be made and the level of influence the community can have on the decision;
- communicate clearly the context and objectives of community engagement processes;
- provide community members with all appropriate and relevant information about the background to the issue, including existing policies, legislative requirements, opportunities and constraints;
- use community engagement methods appropriate for the targeted community groups;
- ensure allocation of adequate resources, including time and skills as well as funding, to participation processes;
- be respectfully curious about community views and perspectives, free from bias; and
- where appropriate, report on, consider, respond to and act on community input received as part of Council decision-making processes.

When Council should engage

Different issues under consideration by Council will have varying requirements for community engagement. Council representatives and staff are responsible for determining if, and to what extent community engagement is required as appropriate to their role and function.

Council will undertake a formal community engagement process in the following circumstances:

- Where there is a legislative/statutory requirement
- When Council resolves to undertake community consultation
- On issues that have the potential to affect the delivery of services or facilities that contribute to community well-being, growth and prosperity
- When identifying and understanding the needs and priorities of the community for the purposes of strategic planning
- To monitor and evaluate community satisfaction with Council or Council services

Under the Local Government Act 1993 Council is required to publicly exhibit certain information for a set period of time. Notification in respect to Development Applications is governed by the Environmental Planning and Assessment Act 1979. Any statutory obligation must be adhered to.

Preparing a Community Engagement Plan

Council staff will ensure the following steps are followed when planning and undertaking community engagement. Council's Communications team is to be informed of new community engagement programs and will provide advice on preparing and implementing engagement plans.

1. Define the project
2. Determine the level of impact and influence
3. Determine type of participation
4. Review stakeholder and select appropriate engagement methods (participation methods must consider accessibility for intended audience)
5. Develop timeframe and resources
6. Consider Feedback, reporting and evaluating

Compliance with Council Policy and Respective Legislation

To comply with Council Policy and respective legislation the following special considerations apply:

1. Submissions

In circumstances where Council requires members of the public to make written submissions all submissions received will be regarded as public and available for general access unless the writer specifically requests that they want their personal details to be suppressed.

Written submissions include correspondence received in person, email, completion of online form or other paper based submission form.

Submissions must be addressed to the General Manager.

2. Surveys

Use of surveys including online surveys, polls and questionnaires are to be undertaken in line with the Privacy Act and Council's Information Management Policies. This includes:

- Securely storing recipients personal information
- Disclosing how and why personal information is being collected and how it will be used
- Clearly identifying the survey as being undertaken by or on behalf of Dubbo Regional Council
- Developing and publicising any terms or conditions for the award of participation incentives
- When utilising online collection tools action should be taken to restrict multiple entries from the same user
- Telephone surveys must be completed in accordance with the 'do not call register'.

The results of Customer surveys undertaken by individual branches are to be forwarded to Council's Communications team to maintain a central repository of survey results.

The Communications team is to provide assistance to other branches in respect of the development of customer and community surveys where necessary.

3. Public Exhibition

Changes to relevant council procedures, policies, and tenders must go on public exhibition in accordance with the relevant legislation.

RESPONSIBILITIES

Council Managers and staff undertaking community engagement and communication are responsible for:

- Informing DRC's Communications team in respect of information being communicated to the community or undertaking community engagement
- Prepare communications plans as part of planning processes for projects which impact the community
- Undertake training and development in community engagement to build capability
- Advise all relevant internal stakeholders (such as customer service, Communications, Executive staff) before commencing community engagement, communication plan or campaign
- Comply with Council's relevant policies including Brand Guidelines, Media Policy and Community Engagement and Communication Policy, Social Media (Management) Policy

Communications team are responsible for

- Maintaining organisational accountability for Community Engagement and overseeing compliance with Council policy
- Maintaining a register of customer and community surveys undertaken by branches and divisions across Dubbo Regional Council
- Providing advice and assistance in the development and implementation of community engagement and communication plans
- Undertaking an annual Community Satisfaction Survey



DUBBO
REGIONAL
COUNCIL

COUNCIL POLICY

MEDIA PROTOCOLS POLICY

Date

Council Resolution Date

Clause Number

Responsible Position	Manager Communications and Stakeholder Engagement
Branch	Communications and Stakeholder Engagement
Division	Economic Development and Business
Version	1
TRIM Reference Number	
Review Period	Annual
Review Date	
Consultation	Executive Staff Committee

Document Revision History	
Description	Date
Policy defines authorised spokespeople and procedures for interacting with the media	
Notes	

POLICY

PURPOSE

The purpose of Council's Media Protocols Policy is to ensure the interface between Council and the media is managed appropriately to maximise the benefits for Council and to minimise the risk of adverse publicity and misunderstanding due to inaccurate information or inappropriate sharing of information.

BACKGROUND AND RELATED LEGISLATION

Effective communication can enhance service delivery by informing members of the public of Council matters. Dubbo Regional Council recognises the important role the media plays in informing the public about Council's decisions, activities, programs, events, services and initiatives. For many residents of the Local Government Area media channels such as newspapers, radio, television and the internet are primary sources of news and information about Council's policies, programs and services.

The objectives of this Policy are to:

- Provide guidelines relating to the authorisation of Council spokespersons;
- Clearly identify roles and responsibilities for Council staff in terms of media management and the pro-active promotion of Council's services, events and activities;
- Ensure the media receives accurate information in a timely manner;
- Ensure the community and other stakeholders are kept abreast and informed about Council decisions, developments, policies and major projects;
- Ensure media spokespersons are skilled and feel confident to communicate with print, online and broadcast media.

This policy is not intended to prevent information which is in the public interest from entering the public arena.

Related legislation

- Defamation Act 2005
- State Records Act 1998
- Copyright Act 1968
- Local Government Act 1993
- Privacy and Personal Protection Act 1998
- Government Information (Public Access) Act 2009
- Anti-Discrimination Act 1991

SCOPE

This Policy applies to the Mayor, all Councillors and Council staff when representing Council in the media. This policy also applies to verbal and written comments in the media, public speaking engagements, media releases and the use of social media.

DEFINITIONS

To assist in interpretation, the following definitions apply: (Delete section if not required)

Term	Definition
<i>Blogs</i>	A log of events, experiences or commentary on a web platform to build credibility and create a readership of devotees.
<i>Contentious issue</i>	Refers to any circumstances that have caused, or may potentially cause, a concern in the media or community.
<i>Council / Corporation</i>	Dubbo Regional Council (including Mayor, Councillors and operational staff).
<i>External media</i>	All media operating outside of the Dubbo Regional Council Local Government Area (eg. metropolitan media, regional media, specialty or trade magazines etc).
<i>Communications team</i>	The communications function under the Communications and Stakeholder Engagement Branch – part of the Economic Development and Business Division - which includes the Communications Coordinator, the Stakeholder Engagement Coordinator, Graphic Design and Production Coordinator and Digital Communications Coordinator
<i>Media</i>	Any print, broadcast and online media (including social media) accessible to the public
<i>Personal information/opinion</i>	Information or an opinion about a person whose identity is apparent, or can be determined from the information or opinion
<i>Responsible officer</i>	Council staff member responsible for the project / service / business / facility or program etc
<i>Social media</i>	Refers to the use of web-based and mobile technologies that enable people to communicate two-way (includes Facebook, Twitter, blogs etc)

POLICY

Any comment made to a journalist or member of a media organisation is to be consistent with Council's Code of Conduct and accurately reflect the decisions and values of Council.

The Mayor and General Manager are Council's official spokespersons.

Other staff and representatives may be authorised as a spokesperson to comment in the media on behalf of Dubbo Regional Council on matters relevant to their accountability within Council.

Only authorised Council spokespersons may be interviewed by the media or provide approved responses ensuring the community receives the most accurate information.

Approval as an authorised spokesperson will be made on a case by case basis according to the subject matter of the inquiry. Approval may be granted by the Mayor, the General Manager or the respective Director.

Council recognises the important role the media plays in informing the public about the work of the Organisation and its facilities and businesses. Subject to operational and legal constraints, Council provides the media with as much information as is practical and possible about this work, as long as it is clearly in the public interest for such matters to be known.

Council will not, for operational and legal reasons, comment on any matter that is the subject of an ongoing investigation or consideration, or where it is not in the public interest for the matter (or the details of the matter) to become publicly known. In some cases, the issue may be subjected to the public interest test (GIPA Act) to determine what information should/can be released, or information may be withheld to avoid potential defamation/privacy breaches.

Confidential information

The integrity and security of confidential documents or information in an authorised media spokesperson's possession, or for which the spokesperson is responsible, must be maintained and managed in line with Council's Code of Conduct.

Defamation

Council staff and elected officials should be aware of defamation laws when commenting in the media.

As a guide, under *Defamation Act 2005*, published material that identifies a person (not necessarily by name) and meets any of the below criteria may be considered defamatory:

1. Exposes a person to ridicule, or
2. Lowers the person's reputation in the eyes of members of the community, or
3. Causes people to shun or avoid the person, or
4. Injures the person's professional reputation.

Protocols relating to Council business

1. Council and Committee Meetings:

The Communications team will draft media releases relating to the outcomes of Council and Committee Meetings. These media releases are issued as soon as practicable after the meeting.

Approval must be sought from the Divisional Director, Committee Chair/Mayor and General Manager prior to release.

In addition the Communications team may utilise authorised Council social media channels to communicate decisions made at Council meetings as they occur.

2. Reports before Committees/Council

In the following circumstances, Council staff are not permitted (unless authorised) to comment publicly on information and recommendations contained in reports that are before Committees and Council:

- If the issue is of a contentious/political nature;
- If it is a matter that has not previously been considered by Council and has no policy direction.
- If the report is confidential.

In any case, requests from media for staff to publicly comment on a particular item in the Business Papers – other than to seek a clarification on information contained within the reports - must be brought to the attention of the communications team.

Reports prepared for Council and Committees are public documents and may be reported on in the media.

3. Tenders

As a general rule, it is inappropriate to comment on a tender until it has been awarded by Council. When there is media interest in a tender, the communications team may advise the media of the following:

- The tender closing date and project details;
- The number of tenders received by Council, the names of companies that submitted tenders and when Council will determine the tender;
- The outcome of the tendering process following a Council resolution.

In order to maintain probity to any tender process, no further comment will/should be made.

Statement of procedures for information being sent to the media

1. Dubbo Regional Council media releases:

- Are to be prepared and co-ordinated by based on information provided by the responsible Council officer. Wherever possible requests for media releases should be made at least five days in advance.
- Should quote authorised Council spokespersons only.
- Must be approved by the General Manager.
- The communications team will coordinate the approval process which includes approval from Manager, Director, Committee Chair (if required) Mayor (if required) and General Manager
- Provide contact of The communications team to manage inquiries
- Must be distributed via e-mail to Councillors, Executive Staff, Customer Services Centre, Branch Manager and key staff, and all local media and, when appropriate, targeted external media
- Must be uploaded to the Dubbo Regional Council website at the time of release
- Filed in line with Council's Records Management Procedures Policy.
- Council spokespersons are to be available for interview to provide additional information, audio, footage and photographs following the distribution of media releases

The following exceptions to the approval process are in place:

- Media releases promoting exhibitions at the Western Plains Cultural Centre are approved by the respective Director
- Media releases promoting performances at the Dubbo Regional Theatre and Convention Centre are approved by the respective Director
- Media alerts which advise of pre-planned official media engagements or announcements are approved by the respective Director

2. Media statements

A media statement is a written response provided to any media specifically prepared to address an inquiry.

- All media statements are to be co-ordinated by The communications team with information to be provided by the responsible Council officer in a timely manner;
- Should quote an authorised Council spokesperson
- Must be distributed via e-mail to the respective media outlet making the inquiry and the relevant branch manager, Director and General Manager notified.
- Filed in line with Council's Records Management Procedures Policy.

3. Media interviews

A media interview is any conversation with a journalist either by phone or in person that may be reported on by that journalist. The following protocols apply to Dubbo Regional Council's authorised media spokespersons:

- Do not provide personal comment on, or speculate about, Council decisions, policy or issues;
- At all times, adhere to the interview topic and the facts; avoid speculation;
- The communications team must be notified of any inaccurate quotations relating to the interview so that an appropriate response can be determined;
- Ensure adequate preparation for the interview;
- Be open, honest and co-operative;
- Avoid saying 'no comment' if you are unsure how to answer a question; instead let the journalist know you will endeavour to get back to them with a response where possible;
- Avoid providing comment (as opposed to factual information) - whether 'on' or 'off' the record – to the media;
- In line with privacy legislation, do not provide client contact details (for example, details relating to volunteers, community members etc) or confidential information about a client to the media without prior permission from the client;
- Where possible, all enquiries must be responded to on the day of the inquiry unless otherwise negotiated through The communications team and the respective journalist;
- Intentionally providing misleading, or inaccurate information to the media, is considered a breach of this Policy;
- Be aware of defamation laws.

Media interviews may be conducted in association with a planned media event, to provide additional information on approved media releases or as a response to a specific inquiry.

4. Media backgrounds

A media background is the provision of further information specifically related to a project, factual information or access to pre-approved content that may assist a journalist with an inquiry. Media backgrounds may be provided by the communications team on advice from a Council spokesperson to help manage the timely distribution of non-contentious project related information.

Statement on the use of online communications

1. Council use of social media

Dubbo Regional Council uses official social media channels to disseminate information. Comments made through official social media accounts are representative of Council and only made by those authorised to do so.

Councillors and staff should take measures to ensure personal comments on social media cannot be mistaken for an official comment of Council.

2. Responding to online media

Online media includes any websites, digital, email, blogs and forums containing information. This includes online newspapers/news sites, blogs and forums.

Enquiries to supply information will be treated as an inquiry from a traditional media outlet and should in the first instance be referred to the communications team to assess the potential benefits of providing information and coordinate a response in accordance with this policy.

Where staff intend to participate in conversations in online media (for example comment on a blog post) Staff should:

- Notify The communications team of your intention to participate with details of the site and the subject
- When responding as an authorised spokesperson, use your real name, title and make it clear that you are officially representing Dubbo Regional Council
- Only comment on topics that fall within your area of responsibility
- Ensure your response/publication of your response is filed in line with Council's Records Management Procedure Policy.

Statement on non-news, commentary and feature/special interest stories

Non-news content applies to a wide range of content prepared for publication. It includes contributions, columns, feature articles, human interest stories/profiles, editorials and advertorials, publications in trade related publications and advertising features.

- If being supplied by Council, non-news stories are to be prepared by the responsible Council officer and reviewed by the communications team based on information provided by the responsible Council officer.
- Approvals should follow the media release approval process prior to release including approval from the General Manager where required.
- Interviews relating to non-news stories must be authorised and co-ordinated via The communications team to ensure the appropriate spokesperson and relevant background information is provided
- Contributions are to be filed in accordance with Council's Records Management Procedures Policy

- Requests to initiate regular columns or segments in the local media must be discussed with the communications team in the first instance. If approved such regular columns are exempt from the approval process.

Filming / recording on Council sites

Safety of staff and visitors to Dubbo Regional Council facilities is paramount. To ensure safety standards are upheld at all times, protocols apply to media visiting Council sites.

Media, in the first instance, must obtain permission from the communications team (who will consult with the appropriate Director) to enter any Council facility to obtain photographs or footage.

As a general rule, media must also check-in with the facility / event manager and be accompanied on-site during their visit, where required.

Council expects that all media taking photographs/filming at Council facilities, managed reserves and events:

- abide by privacy laws, especially those relating to photographing minors, and
- seek permission from anyone they wish to photograph/film, including non-Council employees (stating the exact context in which the images will be used).

Specific regulations are in place in regards to the Dubbo City Regional Airport, the Dubbo Animal Shelter, Council Chambers and all construction sites. Access to such sites is only permitted with the express permission of Council via The communications team and made in accordance with the relevant legislative and Council policies and procedures.

RESPONSIBILITIES

Council's Communications team is the central point of contact for all incoming media enquiries. The communications team also acts as a central point of contact for staff who wish to promote their activities, services, programs or events to the community through the media.

The communications team also has a responsibility to ensure the timely, accurate and relevant distribution of information aligned to the objectives stated in the Community Engagement and Communications Plan.

Only authorised Council spokespersons may be interviewed by the media or provide approved responses ensuring the community receives the most accurate information. Approval as an authorised spokesperson will be made on a case by case basis according to the subject matter of the inquiry. Approval may be granted by the Mayor, the General Manager or the respective Director using the table on page 9 as a guide:

MEDIA SPOKESPERSON	ROLE
Mayor	Primary spokesperson for Dubbo Regional Council including the City of Dubbo and Wellington
	Spokesperson on all matters related to the implementation of the merger of the former Dubbo City and Wellington councils
	Primary spokesperson for decisions made at Ordinary and Extraordinary Meetings of Council and Council Committees. May delegate this task to the General Manager or Director where appropriate
	Primary spokesperson on political and major issues such as government announcements, significant Council projects, events and high profile issues
	May direct the General Manager to act as a spokesperson or delegate a spokesperson
Committee Chairpersons	Spokesperson on issues concerning the deliberations and decisions made by that Committee
General Manager	Spokesperson for all high-level administrative, operational, sensitive and management issues
	May authorise a nominated Director or manager to act as spokesperson
Executive staff (Directors)	Spokespersons for matters relating to major projects / operational issues in their Division May authorise a manager to speak on non-contentious, specific activities, events and projects
Branch Managers / project staff	Spokespersons for non-contentious Council activities, events and projects directly related to their role



DUBBO
REGIONAL
COUNCIL

COUNCIL POLICY

Corporate Image Policy

Date

Council Resolution Date

Clause Number

Responsible Position Manager Communications and Stakeholder Engagement
Branch Communications and Stakeholder Engagement
Division Economic Development and Business
Version
TRIM Reference Number
Review Period
Review Date
Consultation Executive Staff

Document Revision History	
Description	Date
To ensure Dubbo Regional Council's brand is represented in a professional, unified, consistent and positive manner.	
Notes	
Update to Dubbo Regional Council template.	
Refined Policy to focus on brand management, image and visual representations that impact reputation.	

POLICY

PURPOSE

Dubbo Regional Council has a clear Corporate Brand that is recognisable and presents Council as a professional, credible and progressive organisation. This policy aims to protect the image and reputation of the Organisation by clearly defining how the Corporate Brand can be used and establishing the framework which governs activities which ensure the organisation is professionally presented in a unified, consistent and positive manner.

BACKGROUND AND RELATED LEGISLATION

A clear and consistent corporate identity enables the public to recognise Dubbo Regional Council and can assist with effective service delivery by raising awareness of policy, regulation, services and activities. The objectives of this policy are:

To ensure Dubbo Regional Council's brand is represented in a professional, unified, consistent and positive manner.

Application of Council's corporate identity is consistent across all Council community and business activities, programs, communications, assets and facilities.

All corporate communication undertaken or produced by Council is of a high standard, consistent, accurate, and represents the Corporation as a professional and highly regarded local government body.

Staff behave in a way that enhances public confidence in the integrity of Dubbo Regional Council, and local government.

- *Copyright Act 1968*
- *Trade Marks Act 1995*
- *Intellectual Property Laws Amendment Act 2006*
- *Privacy and Personal Information Protection Act 1998*
- *State Records Act 1998*
- *Government Information (Public Access) Act 2009*
- *Local Government Act 1993*

SCOPE

This policy applies to:

- All employees of Dubbo Regional Council, Councillors, and all Council volunteers, contractors, interns and casual and part-time employees
- All areas where Council's brand is required to be displayed to the general public
- All communications and community engagement activities conducted on behalf of Dubbo Regional Council
- All communications materials produced on behalf of Council.

DEFINITIONS

Term	Definition
<i>Corporate Brand</i>	A brand is a set of perceptions and images that represent a company, product or service. Elements of the Corporate Brand include the Corporate logo, word mark, templates and design examples
<i>Communications team</i>	The communications function under the Communications and Stakeholder Engagement Branch – part of the Economic Development and Business Division - which includes the Communications Coordinator, the Graphic Design Production Co-ordinator, the Stakeholder Engagement Coordinator and the Digital Communications Coordinator
<i>Logo</i>	A graphic mark or emblem, which may include a tagline
<i>Corporate Image</i>	The reputation Council seeks to establish for itself in the mind of the community and other important stakeholders, created and reinforced by the Organisation's communications team.
<i>Corporate Logos</i>	All Dubbo Regional Council logos and trademarks including those representing projects, businesses and facilities (eg. Dubbo City Regional Airport / DRTCC / Wellington Caves).

POLICY

All elected representatives and staff employed by Dubbo Regional Council have a responsibility to ensure that any materials produced on behalf of Council / or any communications activities undertaken representing Council project a consistent corporate image and that the Corporate Brand is applied uniformly throughout Council.

In addition Councillors and Council staff are to conduct themselves in a manner that reflects positively on both Council and the City and towns in the Dubbo Regional Local Government Area in accordance with Council's Code of Conduct.

Dubbo Regional Council Brand Guidelines

The Dubbo Regional Council Brand Guidelines were adopted by Council on 26 September 2016 and defines the appropriate use of the Council logo including the symbol, word mark and fonts and the correct use and application of the Council logo.

Use of the corporate logo

- Altering the existing artwork of any corporate logo is not permitted.
- Staff are not permitted to use corporate logos and trademarks unless approval is granted by the Communications and Stakeholder Engagement Branch via the Graphic Design and Production Co-ordinator.
- All logos must also be used in accordance with their specific brand mark guidelines.
- Council's corporate logos cannot be reproduced by external parties on any published material or resource without the approval of the Graphic Design and Production Coordinator as the responsible Council officer for ensuring all terms and conditions of the Brand Guidelines are adhered to.
- Where Dubbo Regional Council co-operates with other councils to co-brand materials should always be in accordance with the specific brand mark policy.

- The Dubbo Regional Council corporate logo/and or tagline must be shown on all official stationery, publications, electronic and multimedia presentations, publicity display material and signage.

Council facilities and campaign brands and logos

Council recognises that a range of Council businesses, facilities and special communications projects utilise separate logos and visual identity. Such facilities and projects are to be clearly identified as associated with Dubbo Regional Council by utilising the Council logo or a tagline stating: "A business/facility/project/initiative of Dubbo Regional Council".

Corporate logos may not be used to provide or imply endorsement or promotion of third party products or services, or class of products or services, or be associated with commercial interests unless permission is granted by the General Manager. In the first instance, advice is to be sought from the Communications team.

Additional corporate brands, trademarks, logos

Approval must be obtained from Communications and Stakeholder Engagement for the development of additional corporate brands, trademarks or logos. All requests are to be managed through the Graphic Design and Production Co-ordinator to ensure they comply with appropriate legislation and industry standards such as copyright and intellectual property laws.

Additional corporate brands are to be managed in line with separate brand guidelines.

Photography, footage and image use

The use of photos, footage and complementary graphic elements and images is supported by Council to support effective design of communication material.

Council staff must ensure that the permission of all subjects is gained when taking/publishing photographs or videos on behalf of Dubbo Regional Council, using the Corporate Consent Form. Images representing (but not limited to) legal matters, contracts or construction projects must be filed in line with the *State Records Act* and Council's Records Procedure Policy.

Copyright laws apply to all articles, graphics, or data on the internet. Unauthorised use of a third party's graphic, photo, HTML, or text without permission, may be in breach of copyright. Staff should not download images/material from the internet for use in communication material including presentation and printed collateral.

Managing corporate brand through corporate communications

Dubbo Regional Council has a responsibility to ensure that accurate and relevant information is disseminated or made available to the public in a timely manner. In addition, clear and consistent branding enables the public to recognise Council activities, improving awareness of and access to information about policies, programs, services and events. Maintaining high standards of communications result in the public having more confidence in the credibility and the authority of information that clearly identifies Council as its source.

Council's centralised Communications team has staff expertise to assist with issues and crisis management which affect Council's reputation.

Graphic design services

The Communications team provides an in-house graphic design and production service to the Organisation. To ensure consistency, adherence to Brand Guidelines, compliance with this policy

and value-for-money production of materials, all major communications documents should be managed through this service. As a general rule, any promotional material that features the Council logo should be directed through this service. The Graphic Design and Production service has first right of refusal on all communications material that requires graphic design.

This policy advocates a balance of 'flexibility within guidelines', whereby Council Divisions have autonomy to conduct their particular communication activities, but in doing so must meet the requirements of this Policy and other related policies and procedures.

Appropriate content

Communications activities should not have political purpose (unless authorised by the General Manager and Mayor). Communications should be presented in unbiased and objective language, grammatically correct and in line with this Policy, and all related policies, documents and legislation including approval procedures.

Corporate style

Corporate design, style and content must protect the integrity of Council's corporate brand by delivering professional, accurate and authorised images, design and information.

RESPONSIBILITIES

The DRC Communications team operates within Council's Communications and Stakeholder Engagement branch. The team has overall accountability for Council's Corporate Image which is the way DRC is perceived by stakeholders and the community. Communications and Stakeholder Engagement has direct responsibility in areas of Corporate Identity and branding, media and public relations, websites and on-line presence and communication.

The Communications team also acts as a central point of contact for staff who wish to promote their activities, services, programs or events to the community through the production of communications material that requires graphic design.

The Communications team also provides services to managers and project leaders to ensure the community and stakeholder groups are informed of projects, services and decisions that may affect them. Ensuring the community receives the most accurate information is produced in accordance with this Policy is a management accountability of all branches and Divisions of Council.

The Communications team through the Graphic Design and Production Coordinator will advise approvals required for communication collateral using the below table as a guide:

ITEMS	APPROVAL REQUIRED
Advertising of Council services, projects and initiatives (print, radio, online)	Respective Manager
Invitations/certificates/banners/promotional material	Respective Manager
Community notices/project fact sheets/regular newsletters/regulation signs	Respective Director
Building signage	Asset Manager/Director
Plaques, interpretative signage, annual report, annual publications, LGA wide guides or collateral	General Manager

APPENDICES

Dubbo Regional Council Brand Guidelines
ID16/1708 – Council Report and ED16/106559 - Guidelines