

Our home  
*Our City* Our future

## Special Rate Variation

ENGAGEMENT STRATEGY



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## EXECUTIVE SUMMARY

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Fairfield City Council engaged its community in 2010 and 2012 and identified its needs, priorities and aspirations. Based on this engagement, Council identified a number of initiatives that the Community would like to see delivered over the next ten years.

In response to these needs, priorities and aspirations Council has developed a Long Term Financial Plan; Asset Management Strategy, Policy and Plans; and Workforce Management Plan. These documents combined have identified what money, assets and people Council has available over the next ten years in order to deliver on the community's needs, priorities and aspirations. These plans have identified that, with its current resources, Council cannot implement some of the identified initiatives and maintain its current service delivery to the Community.

It is important to note that Council is committed to cost effective and quality service delivery and implementation of initiatives for its community. Council has identified efficiencies and cost savings to continue to deliver these to the community satisfaction. However, due to increasing community needs and expectations of more initiatives, than are able to be funded, have been identified. Council has developed this Engagement Strategy to ask the community again if these initiatives are their priorities and how they would like to see Council fund these initiatives or any others they identify. This can be done in numerous ways by reducing the levels of service to the community and/or increasing income from rates through the application for a Special Rate Variation on completion of the current Special rate Variation in 2014.

The current Special Rate Variation has been in place since 2001 and has been highly successful with funding from this used to develop a new pool and grandstand at Prairiewood Leisure Centre, renovations at Fairfield Leisure Centre, the new Cabramatta Leisure Centre, the upgrade of many parks as part of the Parks Improvement Program and significant traffic management works in the Cabramatta Town Centre. These were all significant initiatives which were developed for the community both for now and into the future.

This Engagement Strategy seeks the community's opinions on whether they would like to see the initiatives that have been identified and/or any others be implemented by Council and what options they would like to see explored in order to fund them. This could be a reduction in the levels of service and/or applying for another Special Rate Variation.

This extensive community engagement is due to be undertaken commencing in February 2013 with the outcomes to be reported to Council and the final decision by Council included in the 2013-2017 Delivery Program.

## 1. INTRODUCTION

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### 1.1 What is Rate Pegging?

Council delivers a large number of services and facilities for its community. These include services such as Waste and Sustainability, Community Services, Asset Management and Building Services to name a few and facilities such as Community Centres, Leisure Centres, Playgrounds, etc. The main source of income to enable councils to deliver these services and facilities are the rates charged on properties.

Under the *Local Government Act 1993*, the total amount of income that a council can raise from certain rates and charges is limited. This is capped by what is called the rate peg.

In 2010 the NSW Government announced that the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) would determine the rate peg that applies to councils' general income. Previously the Minister for Local Government determined the rate peg.

IPART is the independent economic regulator for NSW. IPART oversees regulation in the electricity, gas, water and transport industries and undertakes other tasks referred to it by the NSW Government.

Because of rate pegging, a council's overall rates revenue cannot increase by more than the approved percentage increase. If overall land values rise, councils may have to reduce or otherwise adjust the amount of rates levied per dollar so that total income does not grow by more than the approved percentage increase.

IPART determines the rate peg that will apply to all councils for the year using a Local Government Cost Index. The Index assists in calculating the operational costs of councils in New South Wales.

In recent years, the percentage increases in rate pegging were:

- 2012/13 - 3.6%
- 2011/12 - 2.8%
- 2010/11 - 2.6%
- 2009/10 - 3.5%
- 2008/09 - 3.2%
- 2007/08 - 3.4%
- 2006/07 - 3.6%
- 2005/06 - 3.5%

With the continued rising costs associated with delivering quality services to the community these increases often do not match increasing costs. For this reason a council can then apply for what is known as a Special Rate Variation.

## 1.2 What is a Special Rate Variation (SRV)?

Special variations provide an opportunity for councils to vary its general income by an amount greater than the annual rate peg, under the provisions of the Local Government Act 1993 (NSW). This is referred to as a 'Special Rate Variation'.

There are two types of Special Rate Variations that a council may apply for:

- a single year variation (section 508(2)) or
- a multi-year variation for between two to seven years (section 508A).

Local councils that are seeking to increase minimum rate levels above the statutory limit are required to submit applications to IPART for review and assessment.

## 1.3 Eligibility to apply for a Special Rate Variation

While IPART has been delegated responsibility for assessing and determining special variations, the NSW Government has retained responsibility for setting the policy framework under which applications will be assessed. This is reflected in the Government's Special Rate Variation Application Guidelines, which sets out the assessment criteria that IPART must use when assessing applications.

Councils may seek a special rate variation in order to undertake environmental works, fund town improvements, redevelop community and civic facilities, address maintenance backlogs and maintain or improve existing service provision.

Eligibility to apply for special rate variations under section 508A of the Local Government Act 1993 requires councils to have a well established Integrated Planning and Reporting Framework that provides a mechanism for better community engagement. Discussing service levels and funding priorities is essential between council and the community to ensure a more sustainable future. Other Key Considerations by IPART are:

- Ensure clearly identified the links with City Plan – community aspirations
- Rigorous asset plans and long term financial plans to be in place
- Identify a listing of projects to be funded as these will be required to be reported on in the annual report
- Identify if other possible funding options have been explored and discounted i.e. borrowing
- Conduct independent surveys so no bias can be displayed
- Provide statistically valid evidence
- Clear community support for the application and their willingness to pay
- Clear and transparent communication on consultation material regarding the full cost of the increase to the community
- Clarify details around expiring SRVs – needs to be clear what the costs of these are on the ratepayer
- Capacity of community to pay – low socio-economic community
- Comparison of rates with other councils and state average
- Hardship policy required to be in place
- Productivity improvements to be quantified for both past and future improvements
- Clearly demonstrate to the community the nature and value of productivity improvements made and proposed to be made

## 2. Current Rates Charges

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Ratepayers will have noticed changes to their rates each year. The total amount paid will depend on how the property has been affected by these five factors:

1. **Rate Pegging Increases** - Each year the NSW State Government sets a maximum percentage amount that councils can increase their rates by, known as a 'rate peg'.
2. **Stormwater Levy Program** - In 2006 the State Government introduced a new initiative to allow councils to levy residential and business properties for stormwater management. Council has in place the Five Creeks Stormwater Levy Program which pays for significant stormwater related environmental projects.
3. **Domestic Waste Management (DWM) Charge** - The DWM charge funds Council's waste and recycling service (the red and yellow bins and clean-up services). This charge also funds the waste education program, Diabetic waste disposal program and the Waste Enforcement Group which is an initiative to reduce the amount of illegal dumping throughout Fairfield City area.
4. **Current Special Rate Variation 5% (SRV) (2001-2014)** - This SRV was applied to develop a new pool and grandstand at Prairiewood Leisure Centre, renovations at Fairfield Leisure Centre, the new Cabramatta Leisure Centre, the upgrade of many parks as part of the Parks Improvement Program and significant traffic management works in the Cabramatta Town Centre. The major development works are now complete. The only ongoing item is the completion of the annual Park Improvement Program. Funds collected in these last few years are being utilised to repay loans for the major infrastructure works already completed and continue with park developments. All loans will be repaid before 2013/14 when the Special Rate Variation ceases.



### 3. Why does Fairfield City Council need a Special Rate Variation?

#### 3.1 Council's Integrated Planning and Reporting (IPR) Framework

The Integrated Planning and Reporting (IPR) Framework (Local Government Amendment: Planning and Reporting Act 2009) aims to improve Council's long term community, financial and asset planning. This approach acknowledges Local Government's unique position as the only agency with an interest in all aspects of Fairfield City. It formalises the role of Council as the key advocate for the community in relation to all issues.

The new framework was phased in with each Council nominating to have their key plans in place by 2010, 2011 or 2012. Fairfield City Council nominated 2011 as the target year which is defined as Group 2.

The IPR Framework requires Council to develop a:

- Fairfield City Plan - Community Strategic Plan: 10 year plan identifying the community's main priorities and aspirations which covers all aspects of the Local Government Area (LGA), including those issues that are the responsibility of the Federal and State Governments, the not-for-profit and private sectors
- Resourcing Strategy: Long Term Financial Plan, Asset Management Strategy, Workforce Management Plan. Identifying what money, assets and people Council has available to deliver for its community
- Delivery Program: 4 year program identifying Council's commitment during its term of office
- Operational Plan: 1 year plan outlining Council's activities and budget
- Annual Report: Produced annually reporting on Council's progress on achieving the Delivery Program and Operational Plan.



As part of the development of this Framework, Fairfield City Council adopted the 2012 Community Engagement Strategy which embraced a range of engagement methods to ensure that residents and key stakeholders are heard and involved in the development and monitoring of the Fairfield City Plan.

As identified in the 2012 Community Engagement Strategy, Council undertook a comprehensive consultation in 2010, to inform the Fairfield City Plan 2010-2020. This involved surveys (both residents and businesses), a series of focus groups with residents, government departments, community organisations, schools and youth representatives, a web feedback form and youth event. 1775 residents took the opportunity to have a say on what they felt was important to the community and where they believe Fairfield City should be heading.

The IPR Framework usually requires the Fairfield City Plan to be reviewed every four years. However, due to the introduction of the Legislation, this time, the review is required in a two year timeframe. Due to the 2010 comprehensive consultations occurring with community members, the 2012 Community Engagement Strategy undertook a number of focus groups and on-line surveys as the main ways of engaging with the community to re-affirm that these were still their aspirations and priorities for the future.

The 2012 Community Engagement Strategy reviewed and validated the identified Vision, Themes and Goals ensuring community concerns and aspirations for the future of Fairfield City are re-affirmed and contained in the Fairfield City Plan 2012-2022.

In April 2012 Council also undertook a Service Levels and Indicators Survey which was a telephone survey of approximately 600 residents across the City that asked their importance and satisfaction with Council services and response to indicators within the Fairfield City Plan.

This survey identified that overall the community were satisfied with the level of service provided to them with two key areas of improvement for Council which were communication with our community and having a clean and well maintained City.

The Community engagement outcomes combined with the findings of the satisfactions survey lead to the identification of a number of initiatives the community would like to see implemented over the next 10years to meet the community's needs, priorities and aspirations for the City.



### 3.2 Initiatives identified for funding

The following initiatives were identified based on the feedback from the community from engagement and surveys undertaken in the past few years and are currently unable to be funded by Council.

Initiative Name	Description	Cost 2013-2017
<b>Fairfield Heights Streetscape Enhancement Program</b>	Implement streetscape upgrade capital works including footpath, street trees, furniture and fittings to improve the visual attractiveness and general amenity of the centre.	2,000,000
<b>Sportsgrounds Renovation and Upgrade Project</b>	The program will renovate and upgrade 14 sportsgrounds. The project will renew existing facilities which are aging with a budget of \$1,000,000 per financial year. Renovation will include refurbishment of the amenities provision of new meeting and storage facilities, renew fencing, repair car parking, replace seating and upgrade landscaping and shade.	3,330,000
<b>Fairfield Library Expansion</b>	The project is to increase the size of the Fairfield Branch Library to meet community expectations and industry benchmarks.	11,500,000
<b>Fairfield Youth and Community Centre</b>	The construction of the Fairfield Youth and Community Centre building.	3,750,000
<b>Freedom Plaza upgrade incorporating permanent Shade structure</b>	Upgrade of Freedom Plaza Cabramatta, incorporating new paving, new seating, shade cover, integrated lighting and sound for community activation.	1,020,000
<b>Asset Renewal Funding for Road and Transport Assets to maintain Asset Current Condition</b>	The Asset Management Plan has identified a funding Gap for the Road and Transport Assets. This relates to the funding required above current Service Statement spend that will be required to maintain the Assets to the current condition and not have the Asset class deteriorate further.	6,000,000
<b>Asset renewal funding for Building Assets to maintain the current asset condition</b>	The Asset Management Plan has identified a funding gap for the Building Assets. This relates to the funding required above current service statement spend that will be required to maintain the assets to the current condition and not have the asset class deteriorate further.	6,800,000
<b>Asset renewal funding for Drainage Assets to maintain the current asset condition</b>	The Asset Management Plan has identified a funding gap for the drainage Assets. This relates to the funding required above current service statement spend that will be required to maintain the assets to the current condition and not have the asset class deteriorate further.	1,480,000
<b>Asset renewal funding for Open Space Assets to maintain the current asset condition</b>	The Asset Management Plan has identified a funding gap for the Open Space Assets. This relates to the funding required above current service statement spend that will be required to maintain the assets to the current condition and not have the asset class deteriorate further.	1,840,000

## 4. What is Community Engagement and Consultation?

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In order to establish the need for and agreement from the community to apply for a special rate variation (SRV), Council needs to first engage its community. The Council is committed to undertake an extensive engagement process which will involve, but is not limited to, public forums, mail outs, online forums and focus groups.

For the purposes of this Strategy, '*community engagement*' is any process that involves the public in problem solving or decision making and uses public input to make decisions (International Association of Public Participation - IAP2). It is an inclusive process to ensure the community has the opportunity to participate in decisions that impact on their lives.

### 4.1 Definition of Community

The word 'community' is a very broad term used to define groups of people; whether they are stakeholders, interest groups, citizen groups, etc. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as business or sporting club).

### 4.2 Levels of Participation

There are degrees of participating ranging from a high degree of participation through to a low degree as described below in the International Association for Public Participation (IAP2) Spectrum of Participation. The Community Engagement Strategy will aim to engage with the community on a number of levels from "inform", "consult", "involve" to "collaborate" ensuring the community have on-going opportunities to be involved.

## 5. Principles of Engagement

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The Community Engagement Strategy informing the need to apply for a Special Rate Variation will be structured around the following principles. Council is committed to:

- Listening to and understanding the community's view and aspirations to ensure better decision making.
- Being open and clear about the level of influence available to those attending each engagement process.
- Ensuring everyone has opportunities to be involved including the 'hard to reach' groups in accordance with Council's Assess and Equity principles.
- Ensuring the best interest of the community will prevail over individual or vested interests.
- Reporting back to the community 'closing the loop'

The Community Engagement Strategy is also based on the Social Justice Principles of:

- Equity: there should be fairness in decision-making, prioritising and allocation of resources, particularly those in need.
- Access: all people should have fair access to services, resources and opportunities to improve their quality of life.
- Participation: everyone should have the maximum opportunity to participate in decisions which affect their lives.
- Rights and Responsibilities: equal rights should be established and promoted, with opportunities provided for people from diverse cultures, linguistic and religious backgrounds to participate in community life.

## 6. Stakeholders

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### 6.1 Our Community

This Strategy targets the whole of the community's needs and aspiration and will seek to ensure that as many community members as possible are engaged to ensure we continue to meet their needs and aspirations. This strategy however is mostly targeted at ratepayers within Fairfield City due to the impact of the Special Rate Variation on them. This includes ratepayers, landowners, organisations, businesses, government agencies and anyone who pays rates in the City of Fairfield.

### 6.2 Ensuring we reach the hard to reach

The Community Engagement Strategy will engage with 'hard to reach' groups and the disengaged to ensure that all those affected have the opportunity to be heard. These include:

- People from culturally and linguistically diverse backgrounds
- Young people
- Older people
- Aboriginal and Torres Strait Islander people
- People with a disability

### 6.3 Community Stakeholders

Includes those with an interest in the City whether they live, work or play. The Community Engagement Strategy will be inclusive and provide opportunities for rate paying and non rate paying residents, businesses, landowners, community groups, sporting clubs or interest groups to participate.

### 6.4 Business Stakeholders

Businesses are a key group and are directly affected by decisions and plans. The Chamber of Commerce and Town Centre Committees will provide a forum to ensure the views of businesses are heard.

### 6.5 Non-government and not-for-profit organisations (NGO)

Fairfield City is home to many NGOs. These organisations are instrumental in reaching the community and providing feedback and advocating for community needs.

## 6.6 Councillors

The role of Councilors includes: promoting and leading community engagement and considering advice on resource implications and discussing this with the community prior to making decisions.

## 7. Key Engagement Considerations

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Fairfield City Council is committed to inclusive engagement and reducing barriers to participation. Outlined below are engagement considerations to ensure 'hard to reach' groups are engaged in the consideration of the development of a special rate variation application.

### 7.1 People from a Cultural and Linguistic Diverse Background

Fairfield is one of the most culturally diverse areas in Australia. 50% of people in Fairfield City come from countries where English is not the first language. 70% of people speak a language other than English at home. Overall, 25.9% of the population spoke English only, compared with 62.2% for Greater Sydney. The dominant language spoken at home, other than English, in Fairfield City was Vietnamese (19.1%) (ABS data 2011).

Engagement Considerations:

- Key information should always be in 'plain English.'
- Translate information into major community languages where possible
- Use interpreters, language aids, bi-lingual community educators and community partners
- Seek information on cultural practices / understanding from Council's Advisory Committees and community partners
- Ensure representation from a range of cultural groups
- Undertake consultations in safe environment to alleviate any authority issues
- Provide equal opportunities for men and women to participate
- Be aware and responsive to any religious considerations such as time, food and practices

### 7.2 Young People (12-24 years)

Young people account for 14.9% of Fairfield City's population. Their high levels of disadvantage, coupled with lower levels of schooling and English as a second language, have contributed to 21.5% unemployment rate for people aged 15-24.

Engagement Considerations:

- Partner with Fairfield Youth Workers Interagency to engage with young people
- Collaborate with Fairfield Youth Advisory Committee
- Use engaging methods to engage with young people
- Access young people meeting places.

## 7.4 Older People

Analysis of the age structure of Fairfield City in 2011 compared to the Greater Sydney shows that there is a smaller proportion of people in the older age groups (60+) with 17.1% aged 60 years and over, compared with 17.8% for Greater Sydney. However, the population continues to age (ABS data 2011).

Engagement Considerations:

- Collaborate with Fairfield Seniors Network
- Partner with aged care providers
- Access older people meeting places.

## 7.5 Disadvantaged

Fairfield City has a high level of disadvantage compared to the rest of Sydney and Australia. The 2006 SEIFA Index of Relative Social-economic Disadvantage shows a score of 876.1 for Fairfield LGA (a score of 1000 is considered average) indicating it is more disadvantaged than the national average (ABS data 2006).

Fairfield City has a small proportion of people who have formal qualifications with 60.3% having no qualifications, meaning its workforce is predominantly unskilled (ABS data 2006). Unemployment rates for the City are high (9.7%) which is approximately double the rate of unemployment compared to Greater Sydney (5.7%) of the City (ABS data 2011).

7.0% of the population in Fairfield City report needing help in their day-to-day lives due to disability while the percentage in Greater Sydney is only 4.4% (ABS data 2011).

Engagement Considerations:

- Use informal community networks and community leaders
- Use libraries etc as point of engagement
- Use a range of methods that do not rely on written material only
- Undertake engagement activities in range of venues and reduce transport and financial barriers

## 8. Methods of Engagement

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Fairfield City Council will adopt a range of engagement methods to ensure that the Fairfield Community are engaged and able to understand and provide the direction for what the impact of the SRV is on their rates as well as the initiatives that it will be utilised for.

### 8.1 Phase 1 – Commencing February 2013

- Letter to all Ratepayers (informing them of Council's intention to apply for a Rate Variation)
- Ratepayer Survey – hard copy via mail and online (canvassing stakeholders feedback on the initiatives and options)
- Public Forums (hosted by Mayor or City Manager encouraging maximum participation covering why Council is looking at the option of a Special Rate Variation, for or against and how it links to IPR across all 3 wards)
- Budget Allocator – online (providing ratepayers with the understanding through a scenario-based program that shows additional rates based on chosen services/initiatives then allowing them to choose their top 3 services/initiatives)
- Community Focus Groups (organise and facilitate focus groups)
- Council Website
- Facebook
- Twitter
- The Campion Newspaper
- Media Releases
- Printed Advertisements – Newspapers, City Banners
- Audio Advertisements - Radio (covering various Ethnic groups – the top six (6) in Fairfield Local Government are Vietnamese, Khmer, Chinese, Assyrian, Mandarin and Arabic)
- Presentation and information provided to various Committees
- Information distributed through Place Managers

### 8.3 Phase 2 – June 2013

- Outcomes of engagements presented to Council Meeting
- Public Exhibition of outcomes of engagement which will be included in Councils Delivery Program and Operational Plan
- Letter to all Ratepayers informing them of Council's decision on whether or not to apply for a Special Rate Variation

## 9. Timeframe

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Council will engage its community commencing February 2013 with results of this engagement to inform the development of the 2013-2017 Delivery Program. The Delivery Program identifies what Council proposes to deliver over the next four years for its community. The 2013-2017 Delivery Program will be adopted for exhibition in April 2013 for further community comment and feedback prior to final adoption in June 2013.



## 10. Evaluation and Monitoring

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The Community Engagement Strategy is only effective if it achieves its objectives. The following aspects will be monitored and reviewed to ensure that we build our expertise and continue to refine our approaches and techniques:

- Participants have a clear understanding of the goals and objectives of the engagement, including the level and method.
- The engagement takes place when there is a real opportunity to influence the outcome.
- Adequate resources (time, budget, technology, etc.) and expertise are provided to achieve success.
- That we reach a broad representation of the Fairfield Community.
- Principles for engagement have been embraced.
- That we use a range of engagement methods appropriate to the target group.
- Adopt a Participatory Action Research methodology to ensure that we continue to improve and learn from our experiences.
- Annual Report
- Delivery Program – Six Monthly Report
- Website feedback
- Report on SRV's Community Consultation Strategy Outcome

## Special Rate Variation Project (SRV)

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### **Background**

Council will implement a comprehensive community engagement campaign which seeks to inform and gain support from the local community for a proposed special rate variation.

The proposed special rate variation seeks to implement projects identified in prior consultations with the community and outlined in the Community Strategic Plan (City Plan) and Delivery Program.

The SRV communications plan will encompass community engagement through traditional media including local print and radio, survey tools, direct mail, online web presence, social media and community forums.

The promotional campaign will run from March through to September.

### **The communications program aims to:**

- Engage and raise awareness for all members of the local community – specifically rate payers
- Encourage and gain community support for the rate increase
- Provide an informative platform for residents to voice their opinions
- Clearly identify the community/individual benefits of the SRV
- Clearly identify and promote the SRV projects and the vision for Fairfield City
- Encourage community consultation and community feedback
- Generate excitement and positive community response to the SRV and FCC's community vision
- Build a positive brand identity/response for FCC
- Build a strong background for the launch of the SRV

### **Key themes/messages:**

- What this means for you and the community
- What you are currently paying and what services have been implemented
- Positive outlook for the future needs of Fairfield City
- Promote the benefits of the SRV and associated projects

## Special Rate Variation Project (SRV)

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- Encourage 'Have your say' community responses
- Build awareness and recognition of SRV and the vision for the community

### **Target:**

#### **Primary market**

- FC rate payers
- English and non-English speaking rate payers

#### **Secondary market**

- Residents of FC
- English and non-English resident

### **Key:**

Rhonda Tyne RT  
Melissa Hollier MH  
Anne Lawson AL

Janine Marin JM  
Helen De Nuntiis HD  
Communications COMMS

Lenny Kunitau LK  
Elizabeth Mackenzie EM  
Mark Brandson MB

## Special Rate Variation Project (SRV)

### Promotional Plan:

Activity	Item	Detail	Responsibility	Deadline	Status
SRV Booklet	A4 16 pp full colour brochure	<b>Design of SRV brochure</b> <ul style="list-style-type: none"> <li>Design Burrow to design brochure</li> <li>Translations to be organised by Design Burrow</li> <li>Offset Printing to send printers proof to Communications</li> </ul>	Comms		<b>ARTWORK COMPLETED SENT TO PRINTER MONDAY 24 JUNE 5PM</b>
	Booklet to be distributed in letterboxes by <b>Monday 1 July</b>	<ul style="list-style-type: none"> <li>Offset Printing to send printers proof to Communications</li> </ul>	<ul style="list-style-type: none"> <li>Offset printing</li> <li>HD</li> </ul>	<ul style="list-style-type: none"> <li>HD 18/6</li> </ul>	<b>COMPLETED. PROOF APPROVED AND SENT TO PRINTER TUESDAY 25 JUNE</b>
		<b>Print: Offset Printing</b> <ul style="list-style-type: none"> <li>75,000 copies of the booklet               <ul style="list-style-type: none"> <li>65,000 letterbox</li> <li>10,000 spare</li> </ul> </li> </ul>			
		<b>Distribution: Roni's Letterbox Distribution</b>			
		<ul style="list-style-type: none"> <li>Organise distribution. Book job for Monday 1 July</li> </ul>	<ul style="list-style-type: none"> <li>HD</li> </ul>		<ul style="list-style-type: none"> <li>Quotation received</li> </ul>
		<ul style="list-style-type: none"> <li>Organise quotation and purchase order</li> </ul>	<ul style="list-style-type: none"> <li>HD/IPR</li> </ul>	<ul style="list-style-type: none"> <li>By 26/6</li> </ul>	<ul style="list-style-type: none"> <li>To be organised by Fran. Awaiting formal estimate from supplier.</li> </ul>

## Special Rate Variation Project (SRV)

		<ul style="list-style-type: none"> <li>Distribution of booklet to commence Monday 1 July.</li> </ul>	<ul style="list-style-type: none"> <li>HD</li> </ul>	<ul style="list-style-type: none"> <li>HD 1/7</li> </ul>	
Flyer	<b>Flyer to be distributed with rates notice</b> <b>Monday 15 July.</b>  <b>6 variations of flyer – English + 5 languages</b> <b>8pp DL</b>	<b><u>Flyer – English</u></b> <ul style="list-style-type: none"> <li>Communications to provide Design Burrow with updated copy to reflect the brochure</li> </ul>	<ul style="list-style-type: none"> <li>HD</li> </ul>		<ul style="list-style-type: none"> <li>Updated copy sent to Design Burrow Tuesday 25 June</li> </ul>
		<ul style="list-style-type: none"> <li>Design Burrow to send 2<sup>nd</sup> draft of flyer to Comms</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>Wed 26/6</li> </ul>	<ul style="list-style-type: none"> <li>Changes sent design Burrow Thur 27 June am</li> </ul>
		<ul style="list-style-type: none"> <li>Comms and IP&amp;R to review flyer and provide changes</li> </ul>	<ul style="list-style-type: none"> <li>Comms/IP&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>Thurs 27/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Changes to flyer to be sent to Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>HD</li> </ul>	<ul style="list-style-type: none"> <li>Thurs 27/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Design Burrow to provide updated proof</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>Thurs 27/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Minor changes to be sent to Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>HD</li> </ul>	<ul style="list-style-type: none"> <li>Thurs 27/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Design Burrow to send through updated proof (final round)</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>Thurs 27/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Comms and IP&amp;R to sign off final artwork</li> </ul>	<ul style="list-style-type: none"> <li>Comms/IP&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>Thurs 27/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Design Burrow to send print ready file to Offset Printing</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>Fri 28/6</li> </ul>	

## Special Rate Variation Project (SRV)

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		<ul style="list-style-type: none"> <li>Offset Printing to send Comms printers proof</li> </ul>	<ul style="list-style-type: none"> <li>Offset Printing</li> </ul>	<ul style="list-style-type: none"> <li>Mon 1/7</li> </ul>	
		<ul style="list-style-type: none"> <li>Comms to approve printers proof</li> </ul>	<ul style="list-style-type: none"> <li>Comms</li> </ul>	<ul style="list-style-type: none"> <li>Mon 1/7</li> </ul>	
		<b><u>Distribution: Sema Group</u></b>			
		<ul style="list-style-type: none"> <li>Offset to deliver flyers to Sema Group for rates notice mailout</li> </ul>	<ul style="list-style-type: none"> <li>Offset Printing</li> </ul>	<ul style="list-style-type: none"> <li>Mon 8/7</li> </ul>	
		<p>Flyers will be distributed to the following locations –</p> <ul style="list-style-type: none"> <li>Leisure Centres</li> <li>Libraries</li> <li>Child Care Centres</li> <li>Depot</li> <li>Customer Service</li> </ul> <p>Boxes will be available at the libraries for residents to complete the survey and place in the box.</p>	<ul style="list-style-type: none"> <li>Comms (distribution)</li> </ul>	<ul style="list-style-type: none"> <li>Mon 8/7</li> </ul>	
	<b>Translated Flyer</b>	<b><u>Flyer – Translated</u></b> <ul style="list-style-type: none"> <li>Arabic</li> <li>Chinese</li> <li>Vietnamese</li> <li>Khmer</li> <li>Spanish</li> </ul>			



## Special Rate Variation Project (SRV)

		<ul style="list-style-type: none"> <li>Design Burrow to organise translation of flyer</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>Fri 28/6</li> </ul>	
		<ul style="list-style-type: none"> <li>Design Burrow to provide Comms with artwork for translated flyers</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow/HD</li> </ul>	<ul style="list-style-type: none"> <li>Fri 5/7</li> </ul>	
		<ul style="list-style-type: none"> <li>Design Burrow to send final art to Offset Printing</li> </ul>	<ul style="list-style-type: none"> <li>Design Burrow</li> </ul>	<ul style="list-style-type: none"> <li>Fri 5/7</li> </ul>	
		<ul style="list-style-type: none"> <li>Delivery of translated flyers</li> </ul>	<ul style="list-style-type: none"> <li>Comms</li> </ul>	<ul style="list-style-type: none"> <li>Fri 12/7</li> </ul>	
<b>Promotion of SRV</b>	<b>Releases</b>	<ul style="list-style-type: none"> <li>Communications to send release to IP&amp;R for review</li> </ul>	<ul style="list-style-type: none"> <li>COMMS/MH</li> </ul>	Scheduled releases: <ul style="list-style-type: none"> <li>Wed 3 July</li> <li>Wed 10 July</li> <li>Wed 17 July</li> <li>Wed 24 July</li> </ul>	
		<ul style="list-style-type: none"> <li>Communications to distribute release to:               <ul style="list-style-type: none"> <li>Local media (Champion &amp; Advance)</li> <li>Local radio 2AC, 2GLF &amp; other local radio contacts</li> <li>Ethnic media – print and radio</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>COMMS</li> </ul>	Scheduled releases: <ul style="list-style-type: none"> <li>Wed 3 July</li> <li>Wed 10 July</li> <li>Wed 17 July</li> <li>Wed 24 July</li> </ul>	

## Special Rate Variation Project (SRV)

	<b>Briefings</b>	<ul style="list-style-type: none"> <li><b>Media Briefings</b></li> </ul> <p>Communications to work with local media and encourage editorial coverage/ encourage participation. Highlight benefits to the community</p>	<ul style="list-style-type: none"> <li>COMMS to organise meeting with media</li> </ul>	<ul style="list-style-type: none"> <li>COMMS 3/6</li> </ul>	<ul style="list-style-type: none"> <li>Comms meeting with Champion on Wed 3/7</li> <li>Awaiting to hear response from Advance</li> </ul>
		<ul style="list-style-type: none"> <li><b>Mayoral Briefings</b></li> </ul> <p>Discuss the SRV project and elements of the campaign with the Mayor</p>	<ul style="list-style-type: none"> <li>COMMS/RT/MH</li> </ul>	<ul style="list-style-type: none"> <li>28/6</li> </ul>	
	<b>Social Media</b>	<p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>Communications to update social media pages.</li> </ul> <p>Key messages:</p> <ul style="list-style-type: none"> <li>- Encourage community participation</li> <li>- Highlight agenda</li> <li>- What is means for the community</li> <li>- Purpose and benefits of the SRV</li> <li>- Proposed SRV projects</li> </ul>	<ul style="list-style-type: none"> <li>JM (discuss comments with RT/MH prior)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing – mentions of Council initiatives and programs similar to City Connect</li> <li>JM 1/7 ongoing – focus on SRV program</li> </ul>	
	<b>City Connect</b>	<p><b>Corporate Pages</b></p> <ul style="list-style-type: none"> <li>Communications to raise</li> </ul>	<ul style="list-style-type: none"> <li>COMMS</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul> <p>Focus &amp; mentions</p>	<ul style="list-style-type: none"> <li>4 week campaign commenced 6 March – Spotlight on your</li> </ul>

## Special Rate Variation Project (SRV)

		<p>awareness of the range of services FCC has provided and at what cost. Encourage community participation and 'Have your say'</p> <ul style="list-style-type: none"> <li>○ Mayor's Message</li> <li>○ Community story</li> <li>○ News in brief</li> </ul>		<ul style="list-style-type: none"> <li>• 3/7</li> <li>• 10/7</li> <li>• 17/7</li> <li>• 24/7</li> </ul>	<p>suburb:</p> <ul style="list-style-type: none"> <li>○ Fairfield</li> <li>○ Bonnyrigg</li> <li>○ Cabramatta</li> <li>○ Smithfield</li> </ul> <ul style="list-style-type: none"> <li>• 3 July edition corporate page dedicated to SRV</li> </ul>
	<b>CityLife</b>	<p><b>CityLife</b></p> <ul style="list-style-type: none"> <li>• Communications to prepare editorial highlighting the survey in March edition of City Life</li> <li>• <b>Next CityLife – July</b></li> </ul>	<ul style="list-style-type: none"> <li>• Front page + pp</li> <li>• COMMS</li> </ul>	<ul style="list-style-type: none"> <li>• HD/DC</li> </ul>	<ul style="list-style-type: none"> <li>• Completed, newsletter to be distributed early April.</li> <li>• July edition will include a 4 page spread on SRV/. Due to be distributed Mon 29 /7</li> </ul>
		<p><b>Voicemail</b></p> <ul style="list-style-type: none"> <li>• Communications to organise voicemail message with Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>• IP&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>• July</li> </ul>	<ul style="list-style-type: none"> <li>• Completed.</li> </ul>
	<b>Newsletters</b>	<p><b>Place Newsletters</b></p> <ul style="list-style-type: none"> <li>• Communications to liaise with each Place Manager and identify distribution of community newsletters.</li> </ul>	<ul style="list-style-type: none"> <li>• COMMS/IPR</li> </ul>	<ul style="list-style-type: none"> <li>• IPR</li> </ul>	<ul style="list-style-type: none"> <li>• Completed. Place Mgrs have received copy for the newsletters relating to business.</li> </ul>

## Special Rate Variation Project (SRV)

		<ul style="list-style-type: none"> <li>Should a copy of the SRV brochure be distributed with the newsletter?</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
	<b>Ethnic Media</b>	<ul style="list-style-type: none"> <li>Communications to book ethnic media advertising with Agenda</li> </ul>	<ul style="list-style-type: none"> <li>COMMS to prepare plan – costs/advertising schedule</li> <li>COMMS to provide MH/RT with costs.</li> <li>MH/RT to advise COMMS requirements</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Costs provided to Mel/Rema</li> <li>Agreed on ¼ pg ad for all ethnic media.</li> <li>Book ads to run two weeks July and end two weeks of August</li> </ul>
		<ul style="list-style-type: none"> <li>Agenda to book and place advertisements in local media and ethnic media as advised by Communications</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to work with IP&amp;R on copy and design</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to send copy to local paper art department</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications and IP&amp;R to approve all advert copy/look</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to work with internal/external designer to</li> </ul>	Julie to design adverts		

## Special Rate Variation Project (SRV)

		create artwork for ethnic media			
<b>Community Engagement Survey</b>	Community Engagement Survey	<ul style="list-style-type: none"> <li>Bang the Table to create template for survey</li> </ul>	<ul style="list-style-type: none"> <li>JM to work with Bang the Table</li> </ul>		<ul style="list-style-type: none"> <li><b>Completed</b></li> </ul>
	<u>To go live 2 July 2013</u>	<ul style="list-style-type: none"> <li>Comms to populate the website. Incorporate –               <ul style="list-style-type: none"> <li>FAQ's</li> <li>Fact sheets</li> <li>Rates booklet</li> <li>Hard ship policy</li> <li>Pensioner rebate</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Comms</li> </ul>	<ul style="list-style-type: none"> <li>2 July</li> </ul>	<ul style="list-style-type: none"> <li><b>Site is currently undergoing development</b></li> </ul>
<b>Community Forums</b>	Mayoral Forums	Mayoral Forums will be conducted in August to provide residents the opportunity to find out more information and to hear about the options being considered by Council		<ul style="list-style-type: none"> <li>Sue – Mayoral Forums</li> <li>Pamela – Ethnic community forums</li> <li>Communications – promotion of forums</li> </ul>	
		<ul style="list-style-type: none"> <li>IP&amp;R to advise Communications –               <ul style="list-style-type: none"> <li>Dates</li> <li>Times</li> <li>Venues</li> <li>Who will be attending</li> <li>Registration details</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>IP&amp;R/Comms</li> </ul>	<ul style="list-style-type: none"> <li>15 July</li> </ul>	

## Special Rate Variation Project (SRV)

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		<ul style="list-style-type: none"> <li>IP&amp;R to inform Communications who will be attending the forums               <ul style="list-style-type: none"> <li>Mayor</li> <li>City Manager</li> <li>Directors</li> <li>Technical staff</li> </ul> </li> </ul>			
		<p><b>Promotion:</b></p> <ul style="list-style-type: none"> <li>Communications to compile media releases</li> </ul> <p><b>Media Release/s:</b></p> <ul style="list-style-type: none"> <li>Encourage community participation</li> <li>Highlight agenda</li> <li>What is means for the community</li> <li>Purpose and benefits of the SRV</li> <li>Include date, time, venue of forum</li> </ul> <p>Media release dates to be advised (dependent on dates of forums)</p>	<p>Promotion of the forums is dependent on the date of the public forums.</p> <ul style="list-style-type: none"> <li>TBA</li> </ul>		
		<ul style="list-style-type: none"> <li>Communications to send release to IP&amp;R for review</li> </ul>			



## Special Rate Variation Project (SRV)

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		<ul style="list-style-type: none"> <li>Communications to distribute release to:               <ul style="list-style-type: none"> <li>Local media (Champion &amp; Advance)</li> <li>Local radio 2AC, 2GLF &amp; other local radio contacts</li> <li>Ethnic media – print and radio</li> <li>Organise media interviews</li> </ul> </li> </ul>			
		<b>Online Presence:</b> <ul style="list-style-type: none"> <li>Communications to upload forums on local media 'Event' web pages</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to work with local media and encourage editorial coverage</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to update FCC web page               <ul style="list-style-type: none"> <li>Home page</li> <li>Internal pages</li> <li>What's On calendar</li> </ul> </li> </ul>			
		<b>Social Media</b> <ul style="list-style-type: none"> <li>Communications to update social</li> </ul>			

## Special Rate Variation Project (SRV)

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		media pages.  Key messages: <ul style="list-style-type: none"> <li>- Encourage community participation</li> <li>- Highlight agenda</li> <li>- What is means for the community</li> <li>- Purpose and benefits of the SRV</li> <li>- Include date, time, venue of forum</li> </ul>			
		<b>Corporate Pages</b>  <ul style="list-style-type: none"> <li>• Communications to promote forums in City Connect <ul style="list-style-type: none"> <li>○ Mayor's Message</li> <li>○ Community story</li> <li>○ News in brief</li> </ul> </li> </ul>			
		<b>CityLife</b>  <ul style="list-style-type: none"> <li>• Communications to prepare editorial highlighting the forums in March edition of City Life</li> </ul>			
		<b>Voicemail</b>			

## Special Rate Variation Project (SRV)

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		<ul style="list-style-type: none"> <li>IP&amp;R to organise voicemail message with Customer Service</li> </ul>			
	Poster	<b>Multimedia Screens</b>  Communications to organise multimedia screen artwork for <ul style="list-style-type: none"> <li>Customer Service desk screens</li> <li>Leisure Centre screens</li> <li>Libraries screens</li> </ul>			
		<b>Place Newsletters</b>  <ul style="list-style-type: none"> <li>Communications to liaise with each Place Manager and identify distribution of community newsletters.</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to provide forum copy to Place Manager for insertion in community newsletter.</li> </ul>			
		<ul style="list-style-type: none"> <li>Julie to send poster design to Communications</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications and IP&amp;R to review design layout</li> </ul>			
	Poster	<ul style="list-style-type: none"> <li>Communications to send poster</li> </ul>			

## Special Rate Variation Project (SRV)

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		changes to Julie.			
		<ul style="list-style-type: none"> <li>Julie provide final artwork to Communications</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to approve. Julie to convert artwork to e-flyer and send print ready file</li> </ul>			
		<ul style="list-style-type: none"> <li>Communications to organise printing with Print Room</li> </ul>			
		<ul style="list-style-type: none"> <li>IP&amp;R and Communications to organise distribution of poster</li> </ul> <p>Distribution:</p> <ul style="list-style-type: none"> <li>Libraries</li> <li>Leisure Centres</li> <li>Community Groups</li> <li>Schools</li> <li>Social Groups</li> <li>Sporting Groups</li> </ul>			
		<ul style="list-style-type: none"> <li>IP&amp;R and Communications to provide COD Team with e-flyer for contacts distribution</li> </ul>			

## Delivery Program and Operational Plan

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### **Background**

The Delivery Program sets out Council's initiatives, programs and services it will undertake during the four year term. These initiatives are a response to the community outcomes as identified in the Fairfield City Plan.

The Operational Plan is a sub-plan of the Delivery Program which outlines the initiatives, programs and services to be undertaken during the financial year.

The communications plan will encompass community engagement utilising both traditional media including local print and radio, direct mail and digital presence via the website and social media.

The promotional campaign will run from November 2013 to February 2014.

### ***The communications program aims to:***

- Engage with all members of the local community
- Clearly identify and inform the community of FCC priorities
- Generate awareness and positive community response to the Delivery Program/Operational Plan
- Council is proactive and responding to community needs
- Build a positive brand identity/response for FCC's community vision
- Clearly promote Council's response to community's request

### ***Key themes/messages:***

- Promote messages that FCC is proactive and responding to the community
- FCC is shaping the future of FC with the community
- Positive outlook for the future needs of Fairfield City
- Promote the benefits of the Delivery Program/Operational Plan and associated projects
- Build awareness and recognition for FCC vision for the community



## **Delivery Program and Operational Plan**

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### **Target:**

#### **Primary market**

- FCC community
- FC rate payers
- English and non-English speaking rate payers



## Delivery Program and Operational Plan

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### Promotional Plan:

Activity	Detail	Responsibility	Wk 25 Nov	Wk 2 Dec	Wk 9 Dec	Wk 16 Dec	Wk 14 Jan	Wk 20 Jan	Wk 27 Jan	Wk 3 Feb
<b>Media Releases</b>	<p>Media releases will outline –</p> <ul style="list-style-type: none"> <li>Exhibition period</li> <li>Purpose of the Delivery Program and Operational Plan</li> <li>Outline various community projects to be undertaken</li> <li>Call for community say on the program and plan</li> </ul> <p>Media releases will be distributed to both local papers – Fairfield Advance and Fairfield City Champion</p> <p>Releases will also be sent to all ethnic media and local radio</p>	HD		✓					✓	
<b>City Connect</b>	<p>Incorporate stories in City Connect –</p> <ul style="list-style-type: none"> <li>Mayor's Message</li> <li>Community story</li> <li>News Brief</li> </ul>	COMMS		✓ News in	✓ Includ	✓ Includ	✓ Includ	✓ Comm		

## Delivery Program and Operational Plan

Activity	Detail	Responsibility	Wk 25 Nov	Wk 2 Dec	Wk 9 Dec	Wk 16 Dec	Wk 14 Jan	Wk 20 Jan	Wk 27 Jan	Wk 3 Feb
	City Connect will outline- <ul style="list-style-type: none"> <li>Exhibition period</li> <li>Purpose of the Delivery Program and Operational Plan</li> <li>Outline various community projects to be undertaken</li> <li>Call for community say on the program and plan</li> </ul>			Brief on 4/12	ed in header	ed in header	ed in header	unity Story	✓ News In Brief	
<b>Website</b>	<ul style="list-style-type: none"> <li>Delivery Program and Operational Plan will be uploaded onto the website</li> </ul>	COMMS	✓ 28/12 afternoon and 29/12 Morning							
<b>Social Media</b>	<ul style="list-style-type: none"> <li>Ongoing messages using FCC social media (FB and Twitter) outlining Council's plan for the next four years.</li> </ul>	COMMS	✓		✓		✓		✓	✓

## Delivery Program and Operational Plan

Activity	Detail	Responsibility	Wk 25 Nov	Wk 2 Dec	Wk 9 Dec	Wk 16 Dec	Wk 14 Jan	Wk 20 Jan	Wk 27 Jan	Wk 3 Feb
	<ul style="list-style-type: none"> <li>Highlighting key projects to take place in the community</li> <li>Encourage positive community response</li> </ul>									
<b>Firstcall</b>	<ul style="list-style-type: none"> <li>Upload the Delivery Program and Operational Plan on the intranet</li> <li>Can we have front page story for the first few days of the exhibition?</li> </ul>	IP&R	✓							
<b>Voicemail</b>	<ul style="list-style-type: none"> <li>IP&amp;R to upload telephone message promoting the exhibition period for both the plan and program</li> </ul>	IP&R	✓					✓		
<b>Display Screens</b>	<ul style="list-style-type: none"> <li>IP&amp;R to organise artwork for the display screens               <ul style="list-style-type: none"> <li>Customer Service</li> <li>Leisure Centres</li> <li>Libraries</li> </ul> </li> </ul>	IP&R	✓	✓						
<b>Ethnic Media Advertising</b>	<ul style="list-style-type: none"> <li>Discuss with IP&amp;R regarding budget</li> </ul>	COMMS/IP&R			✓ PENDING budget			✓ PENDING Budget	✓ PENDING budget	
<b>Media Briefing</b>	<ul style="list-style-type: none"> <li>Meet with both local papers and outline Council's program for the</li> </ul>	COMMS		✓ And						

## Delivery Program and Operational Plan

Activity	Detail	Responsibility	Wk 25 Nov	Wk 2 Dec	Wk 9 Dec	Wk 16 Dec	Wk 14 Jan	Wk 20 Jan	Wk 27 Jan	Wk 3 Feb
	<p>next four years. Outline projects to be undertaken.</p> <ul style="list-style-type: none"> <li>Highlight the program and plan is in response to community feedback as outlined in the City Plan.</li> </ul>			through out the exhibition period						
<b>Posters/E-flyer</b>	<ul style="list-style-type: none"> <li>Posters promoting exhibition period</li> <li>Encourage community 'Have your say'</li> <li>Distribution: <ul style="list-style-type: none"> <li>Libraries</li> <li>Leisure Centres</li> <li>Childcare centres</li> <li>Community networks ( e-flyer)</li> </ul> </li> </ul> <p>Should we look at getting the e-flyer/poster translated rather than a flyer? Yes definitely we are not getting the flyer translated</p>	IP&R	✓							
<b>Staff email</b>	Staff email to be compiled outlining exhibition period for the Delivery Program and Operational Plan	IP&R	✓							



## **Delivery Program and Operational Plan**

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